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Prefatory Notes

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1. Due to the lack of adequate and reliable source materials, the present study, of course, cannot pretend to be either complete or historically accurate in all respects. On the whole, however, the author is confident that serious errors have been avoided.

2. Major source materials are cited in footnotes whenever applicable.

3. There are no authentic documents regarding the organization of the Reichs Air Ministry (Reichsluftfahrtministerium) during the period 1933/34 and very few for the period 1935 through 1939.

In the case of a number of the decrees and directives utilized as source material, there is some question as to the expiration of their effectiveness, i.e. as to whether or not they might not have been amended or modified at the period concerned. This is particularly applicable to the decrees dealing with the reorganizations of the Reichs Air Ministry during 1938 and 1939.

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According to available documents, for example, the organization of the Reichs Air Ministry from 1938 on was to be that determined upon in case of war, so that peacetime and wartime organization might dovetail smoothly. In reality, however, this was obviously not the case, for Special Annex 1 to the Luftwaffe Mobilization Plan (Besondere Anlage 1 zum Mob. Plan der Lw) (a photocopy of which is still in existence), prepared for the mobilization year 1937/38 and revised for the year 1938/39, describes an organizational set-up vastly different from that still in effect in the Reichs Air Ministry during the peacetime period 1938/39. Inasmuch as both sources, i.e. for the top-level organizational set-up during peacetime as well as for that during wartime, must be accepted as reliable, we can only assume that a new Special Annex 1 was issued sometime during 1938 or, at the latest, during 1939, which dovetailed with the peacetime organization actually in effect.

4. The present study deals with the civilian organization within the Reichs Air Ministry (the Reichs Aviation Administration (Reichsluftfahrtverwaltung)) only insofar as it is indispensable to an understanding of the whole.

5. At certain points in the present study, the reader will note that less important aspects have been dealt with in greater detail than more significant ones. This discrepancy is due to the fact that the author wished to take full advantage of the completeness of available source materials, even when they concerned minor aspects of the problem. Significantly, the latter are available in far greater abundance than materials dealing with fundamental and important aspects.

Table of Contents

Page:

Introduction: A General Summary of Top-Level Command and the Fundamental Organizational Directives Concerned	8
CHAPTER I	
The Organizational Set-Up During the Period of Secrecy	12
Section 1 - Previous History and Development of the Reichs Air Ministry Prior to the Incorporation of the Administration of Military Aviation	12
Section 2 - The Growth of the Reichs Air Ministry During the Autumn of 1933	20
Section 3 - The Function and Status of the Reichs Air Minister	23
Section 4 - The Reichs Aviation Administration During 1933 and 1934 and its Role in the Secret Expansion of the Luftwaffe	26
Section 5 - Camouflaging the Establishment of the Luftwaffe	29
Section 6 - The Basic Organizational Set-Up of the Reichs Air Ministry in 1934	31
Section 7 - Status of Luftwaffe Expansion by the End of the Period of Secrecy	53
CHAPTER II	
The Top-Level Command Organization after Germany had Regained Military Sovereignty	55
Section 1 - General Survey of the Events of 1935	55
Section 2 - Changes Effectuated in the Organizational Set-Up of the Reichs Air Ministry during 1935	58
Section 3 - Summary of Developments during 1935	66
Section 4 - The Changes in the Organization of the Reichs Air Ministry during 1936	68

	Page:
Section 5 - Summary of Developments during 1936	74
Section 6 - The Changes in the Organization of the Reichs Air Ministry	75
Section 7 - The State Secretary for Aviation and the Chief of the Luftwaffe General Staff	80
Section 8 - Summary of Developments during 1937	98
Section 9 - Survey of Events during 1938	100
Section 10 - The Reorganization of the Reichs Air Ministry in 1938	101
Section 11 - Summary of Developments during 1938	117
Section 12 - The Organizational Structure of the Reichs Air Ministry during 1939	120
Section 13 - Status of Developments in 1939	136
CHAPTER III Comprehensive Summary	140
Section 1 - The Organization of the Reichs Air Ministry	140
Section 2 - Organization of the Luftwaffe General Staff	159
Section 3 - Organization of Special Areas of Activity with- in the Reichs Air Ministry	176
Section 4 - Organization of the Luftwaffe Inspectorates	191
Section 5 - Organization from the Standpoint of the Concepts of Offensive and Defensive Air Operations	198
Conclusion: The Problem of the Top-Level Organizational Set-Up	203

Figures

- 1 Development of the Reichs Air Ministry
- 2 Reichs Air Ministry 1934
- 2a Air Command Office 1934
- 2a 1 Operations Branch 1934
- 2a 2 Organization Branch 1934
- 2a 3 Training Branch 1934
- 2b General Air Office 1934
- 2c Technical Office 1934
- 2d Administrative Office 1934
- 2e Personnel Office 1934
- 2f Inspectorate for Flight Training Schools 1934
- 2g Luftwaffe Command Organization 1934
- 3 Reichs Air Ministry 1935
- 3a Air Command Office 1935
- 3b Operations Branch 1935
- 3c Inspectorate for Air Reconnaissance and Aerial Photography 1935
- 3d Inspectorate for Bomber Forces 1935
- 3e Inspectorate for Fighter and Dive-Bomber Forces 1935
- 3f Inspectorate for Antiaircraft Artillery and Air Defense 1935
- 3g Luftwaffe Command Organization 1935
- 4 Reichs Air Ministry 1936
- 4a Air Command Office 1936
- 4b Luftwaffe Supply Office 1936

- 5 Reichs Air Ministry 1937
- 5a Luftwaffe General Staff 1937
- 5b Inspectorate for Air Reconnaissance and Aerial Photography 1937
- 5c Luftwaffe General, Office of the Commander in Chief, Army 1937
- 5d Luftwaffe Command Organization 1937
- 6 Reichs Air Ministry 1938
- 6a Luftwaffe General Staff 1938
- 6b Branch 1, Luftwaffe General Staff 1938
- 6c Branch 5, Luftwaffe General Staff 1938
- 6d Branch 6, Luftwaffe General Staff 1938
- 6e Chief of the Signal Communications Office 1938
- 6f Technical Office 1938
- 6g Central Branch 1938
- 6h Luftwaffe Command Organization 1938
- 7 Reichs Air Ministry 1939
- 7a Luftwaffe General Staff 1939
- 7b Branch 1, Luftwaffe General Staff 1939
- 7c Branch 5, Luftwaffe General Staff 1939
- 7d Military History Branch 1939
- 7e Chief of Procurement and Supply, Luftwaffe 1939
- 7f Personnel Office 1939
- 7g Inspectorate for Vehicle Transport 1939
- 7h Luftwaffe General, Office of the Commander in Chief, Army, and Commander, Army Air Forces 1939
- 7i Central Branch 1939
- 7k Luftwaffe Command Organization 1939

- 8 Organizational Development of the Reichs Air Ministry
- 8a Organizational Development of the Luftwaffe General Staff from the Air Command Office
- 8b Organizational Development of the Operations Branch
- 8c Organizational Development of the Foreign Air Forces Branch
- 8d Organizational Development of the Training Functions
- 8e Organizational Development of Signal Communications Activity
- 8f Organizational Development of the Supply Functions
- 8g Organizational Development of the Military History Branch
- 8h Organizational Development of Aerial Photography Activity
- 8i Organizational Development of the Administration of Medical Affairs
- 8k Organizational Development of Civil Air Defense Activity
- 8l Organizational Development of the Inspectorates
- 8m Organizational Development of the Agencies Concerned with Offensive and Defensive Air Warfare
- 9 Internal Organization of the Agencies in Charge of Operational Command, Armament, and Training within the German Luftwaffe

Introduction: A General Summary of Top-Level Command and the Fundamental
Organizational Directives Concerned.

1. The top-level command set-up of a military entity is dependent upon the over-all organizational set-up of the state. It determines, in turn, the development of the entity concerned, its missions and goals, and the roles to be played by its leading men.

As is the case with every form of organization, top-level command organization represents a means to an end, a means utilized by the commander in chief in order to fulfill the task entrusted to him. Conversely, the nature and scope of this task also plays a part in determining the structure of top-level command. From this point of view, war and peace imply different top-level command organizations - at least up to a certain point. However, peacetime organization must inevitably be such that the smallest possible number of changes are necessary to convert it to full effectiveness in case of war. In view of the relatively short mobilization and assembly periods (insofar as assembly periods are even necessary) required by an air arm, the transition of an air force command organization from peacetime to wartime operation must be accomplished rapidly and smoothly. The organizational make-up of the flying units determined to be most necessary for quick commitment must determine the organization of command elements up to the very top.

Considerations of political and military security may make it necessary to camouflage the development of a wartime top-level command organization insofar as is possible.

2. Top-level command organization and wartime top-level command organization may be defined as the organizational set-up of the top-level command of a branch of the military service in peacetime and wartime respectively.

3. Duty and position rosters: While strength authorization tables (during wartime, of course, wartime strength authorization tables) and service directives (when applicable) were issued for command headquarters, staffs, and troop units, the elements and agencies of the Reichs Air Ministry did not have strength authorization tables during peacetime. Instead, their organization was based on duty and position rosters, coupled with service directives when applicable. Special Annex 1 to the Luftwaffe Mobilization Plan provided the principles of organization to be followed in case of war.

4. Organization and organizational terminology.

The Reichs Air Ministry was made up of offices (Aemter), departments (Amtsgruppen), branches (Abteilungen), groups (Gruppen), and staffs (Referate), as follows:

- a. An office was composed of several departments or branches.
- b. A department was composed of several branches, insofar as such branches were not already incorporated into an office.
- c. A branch was composed of several groups.
- d. A group was composed of several staffs.

The term "independent" branch, group, or staff was employed to describe a branch, group, or staff which was not directly subordinate to an office, department, branch, or group, respectively.

5. During the early years of its history, the Reichs Air Ministry was made up of offices, branches, groups, and staffs; departments were not introduced until later.

In addition, as time went on, Luftwaffe inspectorates (Luftwaffeninspektionen) and other, similar offices were formed within the Reichs Air Ministry to handle the administration of special Luftwaffe sectors.

6. The chiefs of offices, departments, and branches were invested with the disciplinary authority commensurate with their rank. Group and staff leaders had no disciplinary authority.

In the beginning, the chief of an office was equivalent in rank and authority to a division commander; the chief of a branch, to a regiment commander.

The Chief of the Luftwaffe General Staff was the first to be accorded the rank and authority of a commanding general. Later on, this rank and authority was also conferred upon the chiefs of an office, while the department chiefs became equivalent to division commanders.

The rank and authority assigned to the inspectorate chiefs and chiefs of other special activities depended upon the significance and scope of the missions assigned to them.

CHAPTER I

THE ORGANIZATIONAL SET-UP DURING THE PERIOD OF SECRECY

Section 1 - Previous History and Development of the Reichs Air Ministry Prior
to the Incorporation of the Administration of Military Aviation.

1. From December 1918 on, the administration of all aspects of commercial
aviation, including questions of Germany's air sovereignty, was entrusted to the
Reichs Air Office (Reichsluftamt)¹.

Effective 1 October 1919, all of these missions were transferred to the
Aviation Branch (Abteilung Luftfahrt) (later Air and Vehicle Traffic Branch)
(Abteilung fuer Luft- und Kraftfahrwesen) of the newly created Reichs Traffic
Ministry (Reichsverkehrsministerium)¹.

When the International Allied Air Traffic Control Commission (Interalli-
ierte Luftfahrtkontrollkommission) (whose German counterpart was the Commission
for Air Peace in the Reichs Traffic Ministry (Luftfriedenskommission)) was
abolished on 5 May 1922 and replaced by an Air Control Committee (Luftfahrt-
garantiekomitee), the Aviation Branch of the Reichs Traffic Ministry created
the office of Reichs Commissioner for Aircraft Construction (Reichskommissar
fuer den Luftfahrzeugbau) to replace the Commission for Air Peace. On 22 May
1926, when the Paris air agreements made unnecessary the continued operation
of the Air Control Committee, the office of the Reichs Commissioner was also
abolished¹.

1 - Based on information furnished the author by Ministry Director Fisch, Re-
tired (formerly employed in the Reichs Air Administration), and on "Die
deutsche Luftfahrt - Jahrbuch 1936" (German Aviation - Volume for 1936).

Over-all supervision of air defense matters was in the hands of the Reichs Ministry of the Interior, with each individual province (Land) being responsible for carrying out the measures ordered from above².

2. On 2 February 1933, the office of Reichs Commissioner of Aviation (Reichskommissar fuer die Luftfahrt) was created as the top-level agency dealing with the ramifications of air activity within the Reich. "The missions formerly assigned to the Reichs Traffic Ministry (aviation in general) and to the Reichs Ministry of the Interior (Reichsministerium des Innern) (air defense) are transferred to the office of the Reichs Commissioner of Aviation"³.

Hermann Goering was appointed Reichs Commissioner of Aviation, and Erhard Milch, former director of the German Lufthansa, was named State Secretary (Staatssekretär) and Deputy Commissioner.

3. In accordance with the Versailles Treaty, of course, Germany was forbidden to establish a military air force. Even so, by dint of clever exploitation of political developments as well as developments in the field of military aviation, and with the full knowledge and approval of the Government, the Reichs Ministry of Defense (Reichswehrministerium) gradually laid the groundwork for the secret establishment of a military air force.

Administration of military air affairs was divided between the Army and Navy Commands in the Reichs Ministry of Defense. As of the beginning of 1933, the following offices existed to take care of such affairs:

2 - According to information received from Ministry Director Knipfer, formerly in charge of air defense in the Reichs Ministry of the Interior.

3 - From the directive announcing the creation of the office of Reichs Commissioner of Aviation, dated 2 February 1933, RGB 1, Volume 1, page 35 (effective as of 30 January 1933), as discussed in "Die deutsche Luftfahrt - Jahrbuch 1936" German Aviation - Volume for 1936).

Army agencies: Inspectorate No. 1 (Air) (In. 1 (L))

tactics, organization, training, air defense

Ordnance Office No. 8 (Wa. Pruef. 8)

technological developments: development, testing, procurement

Navy agencies: Air Defense (LS)

Missions corresponding to those of the Army agencies named above.

For quite some time, plans had been under consideration to remove the administration of the military air arm and the air defense function from the Army and Navy offices to which it had been entrusted, and to unite it under a new office - still to be created - within the Reichs Ministry of Defense. Realization of these plans was delayed, partly because of political considerations and partly because ~~of~~ the Navy was unwilling to give up an independent air force of its own⁴. It was not until the office of Reichs Commissioner of Aviation was created, and it became obvious to observers that Goering intended to take the military air arm under his sway as well, that a consolidation of authority was undertaken within the Reichs Ministry of Defense.

As a first step, the staff responsible for "glider technology", Air Defense Office, Navy, was transferred to the Ordnance Office No. 8, Army. Negotiations regarding further integration were continued. In the meantime, Goering managed to have the entire air technical branch (the Ordnance Office No. 8) transferred from the Reichs Ministry of Defense to the office of the Reichs Commissioner for Aviation⁴.

4 - Based on information furnished by General Felmy, Retired, former Chief of Staff, Inspectorate No. 1 (Air), and General Siburg, Retired, former Group Leader, Air Defense Office, Navy.

On 1 April 1933, the air agencies still assigned to the Army's Inspectorate No. 1 (Air) and the other air staffs still active in the Reichs Ministry for Defense were consolidated into the so-called Air Defense Office (Luftschutzamt). Although the newly-created office had certain obligations to the Army and the Navy as far as command channels were concerned, it was made directly subordinate to the Reichs Minister for Defense⁵.

The name "Air Defense Office" had been very carefully selected to take advantage of the fact that the Versailles Treaty expressly permitted Germany to have a limited air defense force.

Deliberately organized to provide the framework for a later general staff, the Air Defense Office was divided into the following branches:

Branch I, Army

Group I - Tactics

Group II - Organization

Group III- Training

Branch I, Navy

Groups I, II, III, as above⁶.

5 - According to "Geschichte des deutschen Generalstabs" (History of the German General Staff), author unknown, the establishment of the Air Defense Office was to be completed by 1 April 1933, in compliance with a directive issued by the Reichs Minister of Defense (No. 401/33, Classified, to Inspectorate No. 1, Air, dated 21 March 1933).

6 - See also "Geschichte des deutschen Generalstabs" (History of the German General Staff), author unknown. In contradiction to the information given by Generals Felmy and Siburg and also in contradiction to the author's own memory of events, this source presents the organization of the Air Defense Office as follows:

- a) Inspectorate No. 1 (Air)
- b) Ordnance Office No. 8
- c) Air Supply Office (Wa. N. 1)
- d) Those agencies concerned with the weapons of air defense, including "Asta 3" (author's note: "Asta 3" stood for "Ausbildungsstab 3" (Training Staff 3)), the camouflage designation for the staff

15-a

6 - (cont) in charge of antiaircraft artillery).

e) Air Defense (LS)

f) Air Technology (Branch 2, Air) (Abteilung L 2)

This organizational set-up is based presumably on directives and orders which were either actually issued or were prepared as drafts and thus were common knowledge, but which were never put into effect or never carried out in their entirety (due to the reasons already mentioned by the author). We have good reason to assume that in reality the Air Defense Office was composed of the Inspectorate No, 1 (Air) and the non-technical study groups from the Navy Air Defense Group alone.

4. On 5 May 1933, the top-level agency for all matters concerning aviation was created - the Reichs Air Ministry. "The scope of the authority delegated to the Reichs Air minister includes all ramifications of aviation within the Reich. The missions and powers of the Reichs Commissioner for Aviation are herewith transferred to the Reichs Air Minister"⁷.

Hermann Goering, formerly Reichs Commissioner for Aviation, was appointed Reichs Air Minister, and Erhard Milch, formerly State Secretary to the Commissioner, was named State Secretary of Aviation within the Reichs Air Ministry.

7 - Directive dealing with the establishment of the Reichs Air Ministry (RGB 1, Volume 1, page 241), dated 5 May 1933, to go into effect as of 1 March 1933, as discussed in "Die deutsche Luftfahrt - Jahrbuch 1936" (German Aviation - Volume for 1936).

5. Effective 15 May 1933, the Air Defense Office, Reichs Ministry of Defense, was made subordinate to the Reichs Air Minister⁸. This move, which was kept secret for the time being, brought both commercial and military air activity under the same administrative head.

Despite the organizational change, the Air Defense Office retained its physical location in the Reichs Ministry of Defense and continued to cooperate closely with the Army and Navy in the day-to-day transaction of its business.

6. The establishment of the Reichs Air Ministry (see also Figure 1)

7. With the subordination of the Air Defense Office to the Reichs Air Minister, the following organizational plan went into effect⁹:

Operations Branch (Fliegerführungsabteilung) (tactics, employment)

Organization Branch (Fliegerorganisationsabteilung)

Training Branch (Fliegerausbildungabteilung)

Air Defense Branch (Luftschutzabteilung)

Personnel Branch (Personalabteilung)

General Branch (Allgemeine Abteilung) (miscellaneous troop services).

8 - According to "Geschichte des deutschen Generalstabs" (History of the German General Staff), author unknown, the subordination of the Air Defense Office to the Reichs Air Minister took effect on 15 May 1933 in compliance with a directive issued by the Reichs Minister of Defense and Commander of the Wehrmacht to the Air Defense Office, No. 617/33, Classified, I, (H)II A, dated 10 May 1933.

9 - "Geschichte des deutschen Generalstabs" (History of the German General Staff), author unknown.

Although the above plan embodied the ideal of a unified organization to administer the Luftwaffe, in the beginning each of the above groups contained a special staff for naval aviation matters.

8. That part of the new Reichs Air Ministry which was made up of the Reichs Commission for Aviation was divided into the following¹⁰:

General Air Office (Allgemeines Luftamt) (commercial aviation)

Administration Branch (Verwaltungsabteilung) (budgeting)

Civil Air Defense Branch (Abteilung Ziviler Luftschatz).

For the time being, all technological matters, in connection with both commercial and military aviation (formerly handled by Ordnance Office No. 8), were routed to the General Air Office.

9. On 31 March 1933, Reichs Air Minister Goering was accorded the rank of an infantry general.¹¹

10. On 1 September 1933, the Air Defense Office was physically removed from the Reichs Ministry of Defense to take up its quarters in the Reichs Air Ministry¹².

10 - Based on information furnished the author by Ministry Director Fisch, Retired (former chief of the General Air Office).

11 - See "Die deutsche Luftfahrt - Jahrbuch 1936" (German Aviation - Volume for 1936), page 15.

12 - Based on the author's own experience, substantiated by General Hammhuber Retired (both of whom were assigned to the Air Defense Office at that time).

In addition, the Air Supply Office (Fliegerbestaendeverwaltung), formerly a part of the Army Ordnance Office¹³, and the Central Aerial Photography Office¹⁴ also moved out of the Reichs Ministry of Defense and were assigned to the General Air Office.

Moreover, at the direction of the Reichs Minister of Defense, both the Army and the Navy released a number of high-ranking officers who had heretofore had no connection with air affairs for assignment to key positions in the Reichs Air Ministry, such assignment to become effective as of 1 October 1933.

Apart from the above, the new Luftwaffe - not yet even officially established - also had at its disposal all Army and Navy personnel who had served as pilots during World War I, as well as all officers who had completed flight training subsequent to the war. The only exceptions were some few officers who refused to transfer and those officers whom the Reichs Air Ministry did not wish to accept - for either personal or professional reasons. Among the officer personnel transferred to the Reichs Air Ministry were thirty General Staff officers. Altogether, in 1933 the Reichs Air Ministry took over approximately 300 officers from the Army, Navy, or former Wehrmacht for assignment with the new Luftwaffe.

13 - Based on information received from General Grosch, Retired, (former chief of the Air Supply Office). (Author's note: the Air Supply Office was in charge of the equipment needed for the activation of an air arm).

14 - See "Ueberblick ueber die Taetigkeit und Organisation des gesamten Bildwesens in der Luftwaffe" (Survey of the Functions and Organization of Aerial Photography within the Luftwaffe), Study prepared by Branch VIII (Military History), Luftwaffe General Staff, 1944.

Section 2 - The Growth of the Reichs Air Ministry during the Autumn of 1933.

1. The Reichs Air Minister was the chief of the Reichs Air Ministry.

He had a permanent deputy in the person of the State Secretary of Aviation, who was permitted to sign official documents "for" the Minister.

2. As soon as all those agencies having to do with aviation had been physically incorporated into the Reichs Air Ministry (by 1 October 1933), work was begun on an organizational plan for the Ministry. The following offices, insofar as they were not already in existence, were set up:

a. Central Branch (Zentralabteilung)

b. Air Defense Office (Luftschutzaamt) (its subdivisions remaining as already indicated, but without the Air Defense Branch¹⁵)

c. General Air Office (Allgemeines Luftamt) with the following subdivisions¹⁶:

Air Traffic (Luftverkehr)

Air Control Service (Luftaufsicht)

Air Supply (Air Supply Office, formerly a part of the Army Ordnance Office¹⁷)

Aerial Photography (Luftbildwesen) including the Central Aerial Photography Office (Hauptbildstelle) (formerly the Aerial Photography Branch of the

15 - The Air Defense Branch was made up of the former Air Defense Staff from Inspectorate No. 1 (Air). Inasmuch as the antiaircraft artillery remained with the Army for the moment, however, the Air Defense Branch was in reality a kind of inspectorate (Inspectorate No. 4, Training Staff 3). General Bogatsch, Retired (former Chief of the Air Defense Branch), maintains that this status was in effect prior to 1 October 1933 and must have been determined soon after the Air Defense Office was made subordinate to the Reichs Air Ministry. General von Axthelm, Retired (formerly assigned to Training Staff 3), confirms the fact that Inspectorate 4, Training Staff 3, was the superior headquarters agency for the antiaircraft artillery forces at that time.

16 - According to information furnished the author by Ministry Director Fisch, Retired (former Chief, General Air Office).

20-a

17 - Based on data supplied by General Grosch, Retired (at that time Chief
of the Air Supply Office).

Central Photography Office of the Reichs Air Ministry, which was transferred to Hildesheim on 1 October 1933 as the Aerial Photography School (Bildschule)¹⁸.

Ground Organization and Flight Safety (Bodenorganisation und Flugsicherung)

Meteorological Service (Wetterdienst)

d. Technical Office (Technisches Amt), which was made up of the air technical agencies formerly assigned to the Army Ordnance Office and consisted of the following subdivisions¹⁹:

Research (Forschung)

Development (Entwicklung)

Procurement (Beschaffung)

e. Administrative Office (Verwaltungsaamt), the result of consolidation of the former administrative branch of the Reichs Air Ministry with the branches dealing with budgeting, logistics, clothing, and pay²⁰. It had the following subdivisions:

Physical Plant (Liegenschaften)

Construction (Bauwesen)

Personnel Administration (Personalangelegenheiten) (civilian officials and employees)

f. Personnel Office (Personalamt), developed from the existing Personnel Branch of the Air Defense Office.

g. Headquarters Command, Pilot Schools (Kommando der Fliegerschulen), organized from the agencies in charge of pilot training under the auspices of the Reichs Ministry of Defense.

18 - See "Ueberblick ueber die Taetigkeit und Organisation des gesamten Bildwesens in der Luftwaffe". (Survey of the Functions and Organization of Aerial Photography within the Luftwaffe), Study prepared by Branch VIII (Military History), Luftwaffe General Staff, in 1944.

19 - According to information furnished by General Siburg, Retired (former branch chief in the Technical Office)

20 - Information provided by General Siburg, Retired.

On 1 November 1933, this branch was rechristened Inspectorate for Flight Training Schools (Inspektion der Fliegerschulen)²¹.

h. Civil Air Defense Branch (Abteilung fuer Zivilen Luftschutz)

3. The offices and the independent branches were directly subordinate to the State Secretary in his capacity as permanent deputy to the Reichs Air Minister. Office and branch chiefs were authorized to sign official documents "by order of" the Reichs Air Minister.

4. The office chiefs (except for the General Air Office), the chief of the Central Branch, and the Inspector of Flight Training Schools were officers.

5. 1 October 1933 also marked the official establishment of the Luftwaffe officer corps, composed of the officers taken over by the Reichs Air Ministry from the Ministry of Defense and those officers formerly active in the secret preparations for a military air arm.

The regulations pertaining to the promotion of Luftwaffe officers were somewhat different from those obtaining in the case of line officers, but the duties and privileges inherent in their rank were the same.

Shortly after its inception, the Luftwaffe officer corps was officially disbanded and its members either redesignated as reserve replacement officers or reassigned to line officer status.

6. On 19 October 1933, State Secretary Milch was assigned the honorary rank of colonel²².

21 - Based on information furnished the author by Colonel Heldmann, Retired (formerly assigned to the Inspectorate for Flight Training Schools).

22 - Based on Milch's personal history statement (excerpt, M/13).

7. In the beginning the Reichs Air Ministry was still quite dependent on the assistance of the Army and Navy for the accomplishment of most of its military assignments. The conduct of military personnel administration (promotion of officers, assignment of lieutenant rank on the basis of previous selection and approval by Luftwaffe agencies, administration of reserve forces, etc.) was a case in point, as were the conduct of basic military training, the training of signal personnel, transportation units, and medical squads, and the arming of Luftwaffe units with Army weapons and equipment. In the beginning, military justice for Luftwaffe personnel was in the hands of Army and Navy judge advocate personnel.

Section 3 - The Functions and Status of the Reichs Air Minister.

1. In addition to exercising supervision over all matters connected with commercial aviation, the Reichs Air Minister was entrusted with the task of establishing a new military air arm, which was to have the status of a third independent Wehrmacht branch (equivalent to the Army and Navy). Accordingly, the Reichs Air Minister, exploiting the beginning made by the Reichs Ministry of Defense, and taking full advantage of the existing flight training schools and the newly established air ordnance schools, was to establish a training program whose scope would be adequate to supply the manpower needed to set up a corps of flying personnel and a Luftwaffe signal force.

2. The immediate goal was the establishment, as soon as possible, of a "trial fleet", a fighting unit (its strength not subject to previous determination) which would be powerful enough to assure that any hypothetical attack made against Germany with a view to disrupting her armament activity would be subject to immediate and effective reprisal. The ultimate decision as to what type of unit should be given priority in the establishment of the trial fleet was dependent upon estimates of the enemy's defensive force, and was finally resolved in favor of the activation of bomber forces²³.

3. In theory, according to a directive announced by the President of the Reich (Reichspraeident) on 5 May 1933, the Reichs Air Ministry, in keeping with the command channel applicable to the other two Wehrmacht branches, was subordinate to the Reichs Minister of Defense and Commander in Chief of the Wehrmacht, Generaloberst von Blomberg. In practice, however, Goering refused to recognize that he was subordinate to anybody except Hitler, and insisted that such subordination must be direct - without any intervening channels. He insisted that his position

23 - Based on Generalfeldmarschall Milch, Retired, "Hauptgruende fuer den Zusammenbruch der deutschen Luftwaffe im Weltkrieg II" (The Main Reasons for the Collapse of the German Luftwaffe during World War II): "In compliance with orders issued by the Fuehrer, planning for the peacetime development of the Luftwaffe was put off until 1944/45." "In accordance with the plans in effect in 1933, the trial fleet was to be based on the bomber arm, in order that Germany might have a defensive force at her disposal in case the Western powers should attempt to threaten her armament activity. From the winter of 1937/38 on, it was the fighter aircraft which was to form the basis of this force - first the day fighters and then the night fighters. This conversion in aircraft type was never carried through." (Author's note: As a matter of fact, this conversion was carried out, at least to a limited extent. The activation of bomber units was emphasized until approximately mid-1938, which marked the switch from bomber forces to single-engine and twin-engine fighters).

as a Minister of the Reich with a seat in the Cabinet Council (Kabinettsrat) and the prestige inherent in his political standing were sufficient to assure him complete freedom and independence. During the Reichswehr period, of course, the establishment of an air force was subject to stringent limitations from the budgetary standpoint. Goering was now in a position to make sure that there were virtually no financial restrictions to Luftwaffe expansion; as a result, the new branch developed at a much more rapid rate than might otherwise have been expected.

4. At first the question of whether or not the antiaircraft artillery forces should be incorporated into the Luftwaffe was left in abeyance. During the preliminary planning for the establishment of the Luftwaffe, carried out by the Reichs Ministry of Defense, the prevailing opinion was that the antiaircraft artillery very definitely belonged with the Luftwaffe. When the Reichs Air Ministry took over planning responsibility, the antiaircraft artillery field was left provisionally with the Ministry of Defense. Here it remained until 1 April 1934, when the Air Ministry finally succeeded in securing the responsibility for its administration²⁴.

For reasons of secrecy, it was deemed inadvisable to make public the newly revised relationship between the antiaircraft artillery forces and the Luftwaffe; thus the transfer of responsibility was kept secret for the time being. For the same reasons, although their top-level command apparatus was subordinate to the Reichs Air Ministry, the antiaircraft artillery forces themselves remained a part of the Army up to the time when Germany regained her military independence. Their designation within the Army organizational set-up was Motorized Troops (Antiaircraft Artillery) (Fahrtruppe (Flak)²⁵.

24 - According to information furnished the author by General Felmy, Retired.

25 - The antiaircraft artillery forces had their origin in the motorized batteries of the seven artillery regiments of the Reichswehr.

Their top-level command headquarters was the Antiaircraft Artillery Inspectorate, which was camouflaged as Training Staff 3 (Asta 3) of the Inspectorate for Artillery (Inspectorate 4)

Section 4 - The Reichs Aviation Administration (Reichsluftfahrtverwaltung)

during 1933 and 1934²⁶ and its Role in the Secret Expansion of the Luftwaffe.

1. With the issuance of the decree dealing with the Reichs Aviation Administration (dated 15 December 1933) and the directive concerning its expansion (dated 18 April 1934), the Aviation Administration was made an independent office within the Reichs Air Ministry and given responsibility for administering civil aviation affairs, the meteorological service, and other matters (to be determined by the Reichs Air Minister) in connection with civilian air defense.

Within the Reichs Air Ministry itself it was the General Air Office which was assigned over-all responsibility for the administration of commercial aviation.

2. The missions assigned to the Reichs Aviation Administration were the following:

- a. handling of matters concerning air sovereignty and air traffic control
- b. promotion of flight safety by means of
 - 1) aeronautical telecommunication services
 - 2) airfield illumination services

26 - Taken from "Die deutsche Luftfahrt - Jahrbuch 1936" (German Aviation - Volume for 1936)

- c. administration of the Reichs meteorological service

The Aviation Administration had the following agencies at its disposal for the accomplishment of the above missions:

- a. Air Offices (Luftaemter)
- b. Reichs Office of Meteorological Services (Reichsamt fuer Wetterdienst) and the Coastal Weather Observation Station (Deutsche Seewarte).
- c. Reichs Air Traffic Control School (Reichsschule fuer Luftaufsicht)
- d. Flight Safety Training Program at Halle (Lehrgaenge fuer Flugsicherung)

3. The Air Offices were responsible for all matters concerning air sovereignty within their respective geographical areas, and were chiefly concerned with administrative activity. It was their duty to represent the interests of commercial aviation in dealing with state and municipal authorities, including police agencies. Their mission was to relieve the Reichs Air Ministry of the day-to-day details of administrative activity, insofar as fundamental questions of policy were not involved, and they had the police authority necessary to enforce their decisions.

The missions assigned to the Air Offices were the following:

- a. The granting of permission to establish airports.
- b. The licensing of pilots.
- c. The granting of permission to hold various functions sponsored by aviation associations.
- d. The determination of prohibited flying zones.
- e. The issuance of landing prohibitions.
- f. The supervision and guidance of commercial air activity in the interests of public safety and economical utilization of available facilities (air traffic control).

27-a

- g. The supervision of flight safety programs.
- h. The maintenance of meteorological services

In order to carry out the administrational activities connected with air sovereignty, the aeronautical telecommunication service, and the meteorological service, the Air Offices established airport control groups (Flughafenleitungen) and air traffic observation stations (Luftaufsichtswachen). These groups and stations were not independently subordinate to the Aviation Administration, but were a part of the Air Office having jurisdiction over their geographical area.

4. Due to the fact that all those functions of administrative, organizational, and personnel nature occurring in the field of aviation were concentrated in the hands of the Reichs Air Ministry, it was possible to utilize the agencies set up to handle civilian aviation affairs for certain military purposes - insofar as these purposes were not too obviously connected with a military air arm - and to expand their functions to include the possibility of later conversion to purely military use. In short, the agencies of the Aviation Administration served as a welcome and convenient method of camouflaging the establishment of a military air force.

The Air Offices, staffed by officers from the police force who had been taken over by the Reichs Air Ministry (later to be designated as Luftwaffe reserve officers), constituted the so-called V Group (Gruppe V) of each Air Regional Command (Luftkreiskommando), which provided a liaison link between the Regional Command headquarters and the agencies responsible for civilian aviation affairs - via the Air Offices. This was particularly useful in questions of flight safety, meteorological service, the utilization of commercial airports as military landing fields (E-Haefen), etc.

5. Furthermore, inasmuch as the German Association of Sport Fliers (Deutscher Luftsportverband) and the Reichs Association for Air Defense (Reichsluftschutzbund) belonged to the "agencies organized behind the back of the government, in violation of the decree of 21 March 1933 (effective as of 1 April 1934) forbidding the secret formation of organizations devoted to areas of endeavor not sanctioned by the government²⁷", their organizational set-up, members, and facilities were, for all practical purposes, under the control of the Reichs Air Ministry. The key positions in the Association of Sport Fliers, for example, were all held by officers from the Luftwaffe.

Section 5 - Camouflaging the Establishment of the Luftwaffe

1. Foreign policy considerations dictated the necessity of keeping secret any and all steps taken towards the establishment of a military air arm. The need for secrecy applied to the recruitment of personnel as well as to all other preparatory aspects.

2. All of the officers taken over from the Reichswehr by the Reichs Air Ministry were officially discharged from military service. Officially they became civilian employees of the Ministry²⁸; in reality, they retained their rights and privileges as officers - but secretly.

Luftwaffe candidates for officer rank received their training in special courses at an Army War Academy (Kriegsschule des Heeres) in Dresden, after having been selected by

27 - RGB 1, page 1079, Article 4; taken from "Die deutsche Luftfahrt - Jahrbuch 1936" (German Aviation - Volume for 1936).

28 - According to General Felmy, Retired, the Reichswehr officers taken over by the Reichs Air Ministry were officially discharged not because of the need for camouflaging Luftwaffe preparations, but in compliance with the decree issued by Generalfeldmarschall von Hindenburg, President of the Reich, "Kein Soldat ins Reichsluftfahrtministerium" (No Soldiers Will Be Assigned to the Reichs Air Ministry).

special Luftwaffe recruitment offices.

The enlisted personnel intended for the Luftwaffe were given basic military training in courses sponsored by the Army or the Navy.

3. The training (both flight and technical ground training) of Luftwaffe personnel was carried out in courses sponsored by the agencies responsible for training civilian aviation personnel (the Commercial Flying School (Verkehrsfliegerschule) and the Deutsche Lufthansa (German commercial airlines) in the training programs set up by the Association of Sport Fliers, and in camouflaged Luftwaffe schools set up by the individual Luftwaffe units - all under the aegis of the all-encompassing powers for regulating air sovereignty, concentrated under the authority of the Reichs Air Ministry.

4. The agencies of the new Luftwaffe (command headquarters, flying units, schools, and air supply organizations) were called into existence as entities of commercial aviation activity, and their true purpose thus disguised. The Air Regional Commands, for example, were officially designated as "supervisory air offices" (gehobene Luftaemter)

5. All planning and preparation of a purely military nature were carefully camouflaged. The officers assigned to the Reichs Air Ministry went about their daily business in civilian clothes, for example. On special occasions,

they donned the uniform worn by members of the Association of Sport Fliers, which was also the uniform worn by Luftwaffe personnel assigned to the field units. The uniform was altered very slightly to distinguish these personnel from the normal, civilian members of the Association.

Section 6 - The Basic Organizational Set-Up of the Reichs Air Ministry
in 1934.

A. As of 1 April 1934, the organization of the Reichs Air Ministry was as follows:

1. Reichs Minister of Aviation
2. State Secretary of Aviation
3. Central Branch
4. Air Command Office (Luftkommandoamt) (formerly the Air Defense Office)²⁹
5. General Air Office
6. Technical Office
7. Administrative Office
8. Personnel Office
9. Inspectorate of Flight Training Schools

B. On 1 November 1934, the Office of Chief of Procurement and Supply, Luftwaffe (Luftzeugmeister), was created to take over the administration of air armament activity, formerly handled by Group III of the General Air Office (LB III), and to supervise the work of subordinate air supply agencies. The position of the Chief of Procurement

29 - According to "Geschichte des deutschen Generalstabs" (History of the German General Staff), M/4, the Air Defense Office was officially reorganized and redesignated "Air Command Office" on the basis of directives LA, No. 426/34, Classified, dated 15 February 1934, and LA, No. 88/34, Classified, dated 22 March 1934.

and Supply, Luftwaffe, was not really a part of the Reichs Air Ministry, but was directly subordinate to the State Secretary of Aviation.

C. The Organizational Set-Up of the Reichs Air Ministry during 1934

(Figure 2 presents a graphic summary of the organizational structure of the Reichs Air Ministry during 1934)

D. Central Branch (independent branch)³⁰:

1. Adjutant (Adjutantur)

- a. handling of personal matters for the State Secretary of Aviation
- b. handling of official representation for the Reichs Air Ministry
- c. liaison to the Foreign Office (Auswaertiges Amt)

2. Attache Group (Attache gruppe)

- a. supervision of German and foreign air attache personnel

3. Defense Group (Abwehrgruppe)

- a. air defense of industrial installations
- b. camouflage
- c. export of air armament (in conjunction with the Technical Office and the Reichs Ministry of Economics (Reichswirtschaftsministerium))

4. Judge Advocate Group (Gruppe Rechtswesen)

- a. handling of legal matters for the Reichs Air Ministry

5. Political Affairs Group (Gruppe Politische Angelegenheiten)

- a. liaison to agencies of the Party
- b. administration of Party members assigned to the Luftwaffe

6. Medical Group (Gruppe Sanitaetswesen)³¹

- a. administration of medical affairs in

³⁰ - The organizational breakdown is based on information furnished by General Bruch, Retired (former chief of the Central Branch).

32-a

31 - Based on information furnished by General Schroeder, Retired, MD (former chief of the Medical Group). According to General Schroeder, the decrees of 1933, which were instrumental in the establishment of the Luftwaffe, envisioned the handling of all air medical matters by the Army Inspectorate for Medical Affairs (Heeressanitaetsinspektion) in the Reichs Ministry of Defense. At that time the question of whether or not the Luftwaffe should have a medical service of its own, entirely independent of the Army, was still open. During the period 1933 through 1939, candidates for officer rank in the medical branch of the Luftwaffe were trained at the Army's Military Medical Academy (Militaeraerztliche Akademie des Heeres). From 1940 on, the Luftwaffe assumed responsibility for the training of its own medical personnel, carried out in the newly-established Luftwaffe Military Medical Academy (Aerztliche Akademie der Luftwaffe). Prior to 1935, applicants for medical posts within the Luftwaffe were selected by the Army Inspectorate of Medical Affairs; after 1935, by the chief of the Medical Branch (Medizinische Abteilung), Reichs Air Ministry.

compliance with regulations issued by the Army Inspectorate
of Medical Affairs (Heeressanitaetsinspektion)

- b. supervision of medical services in the field units (in con-
formance with applicable Army regulations)
- c. handling of all medical questions arising in connection with
aviation
- d. establishment and operation of pilot medical examination stations
- e. evaluation and interpretation of medical examinations, parti-
cularly in connection with determining physical aptitude for
flight duty and with investigating accidents involving pilot
personnel
- f. supervision of research in flight medicine

7. Press Group (Pressegruppe)

8. Headquarters Commandant, Reichs Air Ministry (Kommandant des Reichs-
luftfahrtministeriums)
9. Secretary of Staff, Reichs Air Ministry (Buerodirektor des Reichs-
luftfahrtministeriums)

E. Air Command Office³²

- 1. handling of all matters pertaining to Luftwaffe operations
- 2. planning and organization of the Luftwaffe
- 3. training of Luftwaffe personnel
- 4. coordination with the Reichs Ministry of Defense, the Army and
the Navy

32 - Based on information provided by Generals von Seidel and Schmid, Retired,
both of whom were assigned to the Air Command Office at that time.

5. Organization of the Air Command Office during 1934 (Figure 2a)

presents a graphic summary of the organizational structure of
the Air Command Office during 1934

a. Operation Branch (Fuehrungsabteilung, LA I)

1) Operations Section (LA I 1)

a) Strategic and tactical air warfare.

b) Operational planning

c) Determination of the requirements for the development of
aircraft, weapons, and instruments for the Technical Office.

d) Air topographical operations

e) Coordination with the Organization Branch (Organisations-
abteilung, LA II) in connection with the growth and de-
velopment of the Luftwaffe.

2) Supply Section (LA I/Qu) (established on 1 May 1934).

a) Development of a supply system (together with the Organiza-
tion Branch).

b) Evaluation and presentation of suggestions concerning the
activation of supply organization elements (the actual
activations were then carried out by the Organization
Branch).

c) Issuance of instructions and directives pertaining to
supply operations.

3) Foreign Air Forces Section (LA I/ Fremde Luftmaechte)

a) Study of data concerning the strength, technological de-
velopments, and operational planning of foreign air forces.

b) Evaluation of such data in terms of its applicability to
defensive planning by the German Luftwaffe.

34-a

c) Determination of the goals to be achieved by the Intelligence Branch, Reichs Air Ministry (R.L.M./Abwehr)

- d) Coordination of the work of German air attaches and assignment of their missions
- 4) Figure 2a, 1 presents a graphic summary of the organizational structure of the Operations Branch during 1934.
- b. Organization Branch (Organisationsabteilung, LA II³³)
 - 1) Group 1 (LA II, 1)
 - a) General organizational planning at the policy-making level
 - b) Top-level organization
 - c) Organization of the Reichs Air Ministry
 - 2) Group 2 (LA II, 2)
 - a) Organization of the Luftwaffe, with the exception of the antiaircraft artillery forces (in conjunction with Section 1)
 - b) Organization of the command headquarters and subordinate command posts within the Luftwaffe
 - c) Organization of flying units and the Luftwaffe signal forces
 - d) Evaluation and approval of activation orders pertaining to flying units, Luftwaffe signal units, Luftwaffe schools (except antiaircraft artillery schools), pilot replacement battalions, supply units, etc.; preparation of Luftwaffe mobilization plans (except as concerned antiaircraft artillery forces)
 - 3) Group 3 (LA II, 3)
 - a) Preparation of strength and equipment authorization tables (except as pertaining to the antiaircraft artillery forces)
 - b) Group 3 was reorganized into Branch IV (Strength and Equipment Authorization Branch - Staerke- und Ausruestungs-

35-a

nachweisungen, LA IV) during 1934

33 - Based on the author's memory and notes.

4) Group 4 (LA II, 4)

a) Ground organization (airfields and advance military fields) (in conjunction with Operations Branch)

5) Group 5 (LA II, 5)

a) Organization of the antiaircraft artillery forces in conjunction with the Reichs Ministry of Defense (Training Staff 3)

b) Organizational preparations for the incorporation of the antiaircraft artillery forces into the Luftwaffe

Figure 2a, 2 presents a graphic summary of the organizational structure of the Organization Branch during 1934.

c. Training Branch (Ausbildungsabteilung, LA III)³⁴

1) Group 1 (LA III, 1)

a) Training within the Luftwaffe

aa) Over-all supervision of the Luftwaffe training programs

bb) Preparation of training guidelines for the Luftwaffe

cc) Luftwaffe maneuvers

dd) Training of Luftwaffe reserve officer personnel

ee) Special training courses for Luftwaffe officers

ff) General Staff training for Luftwaffe officers

gg) Supervision of troop libraries

hh) Physical education in the Luftwaffe troop units

ii) Preparation of sport equipment authorization tables for Luftwaffe units

34 - According to information given by General Geisler, Retired (former Chief of the Training Branch), the Training Branch did not really become active in Luftwaffe affairs (i.e. did not attain full effectiveness in the various areas of endeavor assigned to it) until after Germany had regained her freedom of action as an armed sovereign nation.

2) Group 2 (LA III, 2)

a) Training at troop level

aa) Preparation of training guidelines for the pilot
training and aerotechnical schools

bb) Pilot training

cc) Luftwaffe maneuvers at troop level

dd) Establishment of shooting ranges and practice bom-
bardment areas for the use of Luftwaffe troop units

3) Group 3 (LA III, 3)

a) Preparation of Luftwaffe directives

aa) Issuance of operational guidelines for the Luftwaffe

bb) Preparation of training directives for the various
Luftwaffe branches (based on recommendations sub-
mitted by training specialists from each branch)

4) Group 4 (LA III, 4)

a) Budgetary affairs of the Air Command Office

Figure 2a, 3 presents a graphic summary of the organizational
structure of the Training Branch during 1934.

d. Strength and Equipment Authorization Branch (LA IV)³⁵

(Established during 1934 from Group 2 of the Organization
Branch, first as an independent group and later as a branch)

1) Establishment of strength and equipment authorization for
the Luftwaffe (with the exception

35 - Based on information furnished by General Count Hachenburg, Retired
(former Chief of the Strength and Equipment Authorization Branch).

of the antiaircraft artillery forces) (in conjunction with the Organization Branch and representatives of the specific units concerned)

- 2) Preparation of the Unit Roster (Liste der Einheiten) used in preparing Luftwaffe mobilization plans
- 3) Administration of matters connected with strength and equipment authorizations.

e. Supply Branch (Nachschubabteilung - LA V)³⁶

(Missions and organization after 1 October 1934, when Branch 3, General Air Office (Abteilung LB, III) was transferred to the Air Command Office as Branch 5)

- 1) Determination of supply needs on the basis of personnel and equipment strength authorization figures (in conjunction with the planning carried out by the Organization Branch)
- 2) Ordering of Army equipment (weapons, etc.) from the Army Ordnance Office (Heereswaffenamt)
- 3) Ordering of aircraft, aircraft equipment, Luftwaffe signal equipment, and ammunition from the Luftwaffe Technical Office Technisches Amt, LG).
- 4) Group 1 (LA V, 1) Organization
- 5) Group 2 (LAV, 2) Weapons
- 6) Group 3 (LA V, 3) Aircraft and aviation fuels
- 7) Group 4 (LA V, 4) Miscellaneous equipment
- 8) Group 5 (LA V, 5) Signal communications equipment
- 9) Group 6 (LA V, 6) Ammunition (except antiaircraft artillery ammunition)
- 10) The following missions, formerly assigned to Branch 3, General Air Office, were assigned to

38-a

36 - Based on information furnished by General Grosch, Retired (former Chief
of Branch 3, General Air Office)

the office of the Chief of Procurement and Supply, created on 1 November 1934³⁷:

- a) Administration of existing stores of equipment
- b) Planning and organization of supply units (in conjunction with the Organization Branch)
- c) Over-all supervision of the operations of supply units

f. Signal Communications Branch (Abteilung Nachrichtenverbindungs-wesen - LA, NVW³⁸).

(Prior to the establishment of the Signal Communications Branch in 1934, signal communication matters were handled by an officer appointed by the Army Inspectorate for Signal Communications (Heeresnachrichteninspektion 7) to the Air Command Office, Reichs Air Ministry)

- 1) Coordination with the Chief of the Wehrmacht Signal Communications Office (Chef des Wehrmachtnachrichtenwesens)
- 2) Coordination with the Reichs Postal Service (Reichspost) and establishment of a radio communications network for Luftwaffe use
- 3) Radio communications facilities (establishment of a radio network for the ground organization)
- 4) Development and testing of airborne radio equipment

37 - The concentration of supply functions in the hands of the office of the Chief of Procurement and Supply reflected an attempt to create a Luftwaffe parallel to the Army supply organization. It was discontinued effective 1 April 1935, when the supply units were assigned to the Air District Commands, where they were under the direct supervision of the procurement and supply groups (Luftzeuggruppen)

38 - Taken from a study on the organizational set-up of the Reichs Air Ministry by General a. Nielsen, Retired

- 5) Over-all supervision of all signal communications activity, including the development of the various codes utilized
- 6) Establishment, operation, and over-all supervision of the radio monitoring service
- 7) Handling of questions concerning the organization and activation of the Luftwaffe signal forces (together with the Organization Branch), as well as all other matters pertaining to the signal communications units
- 8) Training of Luftwaffe signal communications personnel .
g. Civil Air Defense Branch (LA/ZL³⁹)
 - 1) Administration of all matters connected with civil air defense
 - a) Operations and commitment of civil air defense units
 - b) Organization and training
 - c) Administration and legal questions
 - d) Technology
 - e) Civil air defense construction projects

39 - In accordance with information provided by Minister Director Knipfer (former Chief of the Civil Air Defense Branch), this Branch had already existed as such under the Reichs Commissioner of Aviation, who had inherited this area of endeavor from the Reichs Ministry of the Interior as a result of the Directive dated 2 February 1933. The Directive of 5 May 1933 concerning the Reichs Air Ministry transferred civil air defense matters to the office of the Reichs Air Minister. From the legal standpoint, responsibility for civil air defense was placed in the hands of the government by the Civil Air Defense Law of 26 June 1935.

In accordance with its mission, the establishment of a military air arm (based on instructions issued by the Reichs Air Minister), the Air Command Office was the most important agency within the Ministry. Accordingly, the positions of chief of the Operations, Organization, and Training Branches as well as those of chief of the more important groups, were filled by General Staff officers. From the point of view of the significance of its mission and the personnel it employed, the Air Command Office, for all practical purposes, was the General Staff of the new Luftwaffe, although it was not yet officially recognized as such.

The main emphasis in the work of the Air Command Office lay, in continuation of the work already begun by the Reichs Ministry of Defense, in the establishment of an air force (together with the schools needed to perpetuate it) and of an air communications force.

The incorporation of the antiaircraft artillery forces into the new Luftwaffe was still under study.

Within the Air Command Office, the main emphasis naturally lay on the Organization Branch in its mission of the actual activation of flying units. The over-all requirement established by the Reichs Air Minister - the creation of a "trial fleet" within the shortest possible time - was most effectively met by the operational method in effect, namely that the planning agency was at the same time the executive agency. This meant, for example, that an activation schedule drawn up by the Organization Branch, after approval by the Chief of the Air Command Office and the State Secretary, could be turned over directly to the same agency, i.e. the Organization Branch, to be translated into actual activation orders. In other words, planning and execution lay in one and the same hand.

This procedure differed radically from the one followed by the Army. There, planning was carried out by the General Staff, which forwarded its recommendations through the General Staff Chief (for approval) to the General Army Office (Allgemeines Heeresamt), which in turn issued appropriate orders - often after a number of delays occasioned by the need to clarify certain points. Apart from the delays inherent in this procedure, the basic plan was frequently altered so much that the finished product bore little resemblance to the original intention of the General Staff. Difficulties of this sort were obviated by the Luftwaffe from the very beginning by the firmly functional organization of the Air Command Office and by the fact that its plans could be immediately translated into reality.

F. General Air Office (LB)⁴⁰.

The General Air Office was responsible, as the highest-level administrative office for civilian aviation matters, for those activities of the Reichs Air Ministry concerned with civilian aviation. In addition, in the beginning the General Air Office was also responsible for the affairs of military aviation insofar as they were connected with meteorological services, aerial photography, and flight safety. This was the case until the agencies responsible for military aviation within the Reichs Air Ministry had reached that point in their development where they could take over effectively.

Figure 2b presents a graphic summary of the organizational structure of the General Air Office during 1934.

40 - Based on information furnished by Ministry Director Fisch (former Chief of the General Air Office).

1. Air Traffic Control Branch (Abteilung Luftverkehr, LB 1)
 - a. Administration of all matters concerning the political, administrative, legal, and operational affairs of civilian aviation.
 - b. Coordination with international agencies in matters concerning air traffic control and the operations of civilian aviation organizations; conclusion of international agreements in the field of commercial aviation.
 - c. Furtherance of air transport on an international basis.
2. Air Sovereignty Branch (Abteilung Lufthoheit, LB II).
 - a. Enforcement of the agreements concerning the air sovereignty of Germany (supervision of air traffic, operations of the Air Office).
 - b. Issuance of guidelines for the granting of pilot and aircraft maintenance licenses; granting of such licenses.
 - c. Supervision of meetings and conferences sponsored by civilian aviation associations.
3. Meteorological Branch (Abteilung Wetterdienst, LB III)
 - a. Organization and operation of the agencies belonging to the Reichs Meteorological Service (Reichs Wetterdienst).
 - b. Personnel administration
 - c. Technical supervision over the Reichs Meteorological Service (Reichsamt fuer Wetterdienst).
 - d. Preparations for the agencies which were to take over meteorological service for the Luftwaffe.
4. Aerial Photography Branch (Abteilung Luftbildwesen, LB IV⁴¹).

43-a

41 - For further details concerning the functions and organization of the agencies concerned with aerial photography within the Luftwaffe, see the study prepared by Branch VIII of the Luftwaffe General Staff in 1944.

- a. Handling of all questions pertaining to military and civilian aerial photography.
- b. Supervision of technical aspects of aerial photography: determination of tactical and technical requirements; development and testing of equipment; utilization of aerial photography as a topographical aid; technical supervision of the agencies responsible for taking and evaluating aerial photographs.
- c. Personnel and training: organization of training schedules for the Aerial Photography School at Hildesheim; administration of aerial photographer personnel (in conjunction with the Personnel Office, Branch 2 - Personalamt, LP II); personnel assignment; collection and evaluation of experience gained in aerial photography; preparation of training guidelines for aerial photographer personnel.
- d. Civilian aerial photography: utilization of aerial photography techniques in topography; distribution of aerial photography assignments designed to build up a library of photomaps for military and civilian use; interpretation and evaluation of aerial photographs; maintenance of an aerial photograph archive.
- e. Licensing of aerial photography: granting of authorizations to take aerial photographs; release of aerial photographs; etc.
- f. Procurement of aerial photographs for use in the planning of strategic air operations (at the request of the Operations Branch); authorizing contributions to professional publications; interpretation and evaluation of experience gained in

44-a

the field of wartime aerial photography.

g. Films: production of training films; maintenance of a film lending library; sponsoring of studies on film techniques

5. Ground Organization and Flight Safety Branch (Abteilung Bodenorganisation and Flugsicherung, LB V).

a. Handling of all questions pertaining to the ground organization (airfield companies) and flight safety (radio communication and airfield illumination) (in conjunction with the military Flight Safety Service (Flugsicherungsdienst), which was then being set up by the Air Command Office).

6. Outside the Reichs Air Ministry itself, the following agencies were directly subordinate to the Chief of the General Air Office:

a. The Air Offices (regional executive agencies in connection with all matters of air sovereignty⁴²).

7. Outside the Reichs Air Ministry itself, the following training installation was directly subordinate to the Chief of the Aerial Photography Branch:

a. The Aerial Photography School at Hildesheim.

42 - The Air Offices had air police authority. As a result, the Air Office located nearest the headquarters of each Air District Command was automatically the latter's Group 5. This was, of course, another link within the air districts (air areas (Luftkreise) after 1 July 1938) between the command agencies of the Luftwaffe and the ground organization maintained by Germany's civil aviation activity. The post of chief of an Air Office was filled by a Luftwaffe reserve officer.

G. Technical Office (LC)⁴³.

The Technical Office was responsible for the development, technical testing, and procurement of all Luftwaffe equipment (with the exception of antiaircraft artillery equipment in the beginning), in conformance with requirements and instructions issued by the Air Command Office. It worked in close coordination with research institutes (such as the Experimental Aeronautical Institute (Deutsche Versuchsanstalt fuer Luftfahrt)) and with the German aeronautics industry, as well as with the Army Ordnance Office.

The Technical Office (Personnel Section (Chef-Ing. P)) was also in charge of personnel administration for flight engineers and technical ground personnel.

Figure 2c presents a graphic summary of the organizational structure of the Technical Office during 1934.

1. Research Branch (Abteilung Forschung, LC I)

a. Assignment of research projects to the various aeronautical research agencies.

2. Development Branch (Abteilung Entwicklung, LC III)

a. Assignment to industrial firms of development projects for aircraft, engines, airborne equipment, radio equipment, and - in conjunction with the Army Ordnance Office - bombs, weapons, and ammunition on the basis of the tactical and technological requirements set up by the Air Command Office.

43 - Based on charts and other information provided by General Hertel, Retired, who was assigned to the Technical Office.

- b. Outside the Reichs Air Ministry, the following activities were directly subordinate to the Chief of the Technical Office:
- 1) acceptance of goods produced by industry
 - 2) testing stations maintained by the National Association of Aeronautics Industries (Reichsverband der Deutschen Luft-fahrtindustrie)
3. Procurement Branch (Abteilung Beschaffung, LC III).
- a. Procurement of aircraft, engines, equipment, etc.
 - b. Supervision of equipment construction projects.
 - c. Industrial planning.
 - d. Inspection of industrial projects.
 - e. Outside the Reichs Ministry itself, the office of the Supervisor of Industrial Personnel (Beauftragter fuer Industriepersonal) was directly subordinate to the Procurement Branch.
4. Administration Branch (Abteilung Haushalt, LC IV)
- a. Budgetary administration of the Technical Office.
 - b. Formal preparation of orders to the aircraft industry.

It was characteristic for the organizational set-up of the Technical Office, that development and procurement and everything connected therewith were assigned to two separate branches. This method of organization had been taken over from the Army Ordnance Office and was altered during 1938.

H. Administration Office (Verwaltungsamt, LD)

1. Handling of all administrative questions concerning the Luftwaffe and German commercial aviation.
2. Establishment and implementation of the budget for Luftwaffe and other air activity.
3. Personnel administration (civilian officials and other clerical employees, hourly-paid personnel) (with the exception of aero-technical personnel).
4. Organization and development of ground organization services in accordance with instructions issued by the Air Command Office.
5. Supervision of Luftwaffe construction projects.
6. Administration of the physical plant.
7. Administration of payroll matters as well as of questions concerning the provision of food and clothing to Luftwaffe units.

Figure 2d presents a graphic summary of the organizational structure of the Administration Office during 1934.

I. Personnel Office (Personalamt, LP)⁴⁴.

Figure 2e presents a graphic summary of the organizational structure of the Personnel Office during 1934.

1. Adjutant's Branch (later Chief Group (Chefgruppe))
 - a. General administration of the Personnel Office.
 - b. Assignment of General Staff officers.
 - c. Issuance of criteria for performance evaluations.
2. Branch I (Abteilung LP I)
 - a. Assignment, evaluation, and promotion of troop officers.
 - b. Training of officer replacement personnel.
 - c. Reactivation of retired officer personnel.
 - d. Assignment of enlisted flying personnel, development of a replace-

48-a

ment training program for flying personnel.

44 - Taken from a study on the Reichs Air Ministry by General Nielsen, Retired,
and substantiated by information provided by Colonel Koester, Retired,
both of whom were assigned to the Personnel Office.

3. Branch II (Abteilung LP II)

- a. Assignment of enlisted personnel, development of a replacement training program for enlisted personnel.
- b. Establishment of training requirements for non-commissioned officer and enlisted career personnel (except for enlisted flying personnel).
- c. Troop administration (disciplinary guidelines, leave regulations, etc.).
- d. Determination of questions concerning conscription procedures.
- e. Supervision of supply matters.

4. Branch III (Abteilung LP III)

- a. Personnel administration of civilian employees⁴⁵.

5. Branch IV (Abteilung LP IV)

- a. Handling of questions concerning the military code of honor and disciplinary measures.
- b. Settlement of questions arising out of legal suits brought against members of the Luftwaffe.
- c. Administration of military orders and awards.
- d. Advisory functions in connection with payroll matters (together with Administration Office).
- e. Administration of welfare funds set up for the use of Luftwaffe personnel

6. Branch V (Abteilung LP V)

- a. Personnel administration for replacement, special duty, and reserve officers.

45 - It is probable that the administration of civilian officials, which was still the responsibility of the Personnel Office during 1933, was taken over by the Administration Office prior to 1 April 1934.

J. Inspectorate for Flight Schools (Inspektion der Fliegerschulen)

1. Planning and supervision of the training programs for flying and technical ground personnel held at the various schools and training installations in accordance with instructions issued by the Air Command Office.

Prior to the establishment of military flight training schools, the training of flying personnel was carried out under the auspices of the Association of German Sport Fliers and the Commercial Flight School, as well as by the German Lufthansa within the framework of its night freight hauls. Training in the operation of Luftwaffe equipment was carried out at the (military)⁺ Luftwaffe Ordnance Schools (Fliegerwaffenschulen).

The Inspector (Inspekteur) had supervisory authority over all training installations; the Inspectorate Chief of Staff was simultaneously Commander of the Luftwaffe Ordnance Schools (Kommandeur der Fliegerwaffenschulen).

Figure 2f presents a graphic summary of the organizational structure of the Inspectorate for Flight Schools during 1934⁴⁶.

2. Organization Group (Gruppe Organisation)

- a. Handling of general organizational questions.
- b. Organization and development of the flight schools in compliance with activation orders initiated by the Air Command Office.
- c. Advisory functions in the establishment of personnel and equipment strength authorizations for the flight schools.

+ - Translator's Note: parentheses based on German text, which has "... an den (militärischen) Fliegerwaffenschulen ..." .

46 - Based on information furnished by Colonel Heldmann, Retired, formerly assigned to the Inspectorate for Flight Schools, and confirmed by General Felmy, Retired, who was assigned to the post of Chief of Staff, Inspectorate for Flight Schools.

3. Training Group (Gruppe Ausbildung)

- a. Processing of the training guidelines issued by the Air Command Office.
- b. Issuance of instructions pertaining to the training of pilots, observers, gunners, and seaplane pilots.
- c. Advisory functions in connection with the development of training directives.
- d. Development of training schedules.

4. Technical Schools Branch (Abteilung Technische Schulen) (later

Technical Schools Command - Kommando der Technischen Schulen)

- a. Establishment and development of technical schools in accordance with activation orders issued by the Air Command Office.
- b. Advisory functions in the establishment of personnel and equipment strength authorizations for the technical schools.
- c. Planning and supervision of training in the technical schools and in the various technical course programs.

5. Technical Equipment Group (Gruppe Technik und Geraet).

- a. Furnishing of the technical schools with aircraft, weapons, equipment, motor vehicles, etc.
- b. Development of training aids.
- c. Handling of all technical matters.

6. Administration Group

- a. Budgetary administration of the schools.
- b. Handling of the administrative affairs of the Inspectorate for Flight Schools.

7. In addition, the Inspectorate for Flight Schools was directly responsible for the flight preparedness of the Reichs Air Ministry itself.

K. Chief of Luftwaffe Procurement and Supply⁴⁷ (outside the Reichs Air Ministry).

1. Supply administration (storage, supply records, repair, etc.)
2. Planning and organization of supply agencies (in conjunction with the Organization Branch, Air Command Office).
3. Training of supply personnel.
4. Advisory functions in the personnel administration of supply personnel of officer rank.
5. Personnel administration of bomb disposal units.
6. Supervisory responsibility towards all supply units.
7. In accordance with instructions issued by the Air Command Office:
 - a. Original issue and subsequent replacement issue of supplies to Luftwaffe units, schools, etc.
 - b. Issue of replacement supplies to subordinate supply agencies and to the installations of the Luftwaffe ground organization.

47 - Based on information provided by General Kitzinger, Retired (formerly Chief of Luftwaffe Procurement and Supply), General von Seidel, Retired (at that time Chief of the Supply Section, Operations Branch, Air Command Office), and General Mensch, Retired (formerly assigned to the Supply Branch, Air Command Office).

Section 7 - Status of Luftwaffe Expansion by the End of the Period of Secrecy.

1. In spite of the many difficulties created by the need for secrecy, the result of Germany's position in foreign politics, she was able to complete successfully the first step - creation of a sufficiently stable foundation for subsequent Luftwaffe expansion - by the establishment of a number of training programs of all sorts. Effective 1 April 1934, the first Luftwaffe units (flying units, signal communications units, and the command headquarters necessary for their administration and operation) were officially established.

2. The construction of military airfields required extremely careful consideration and presupposed painstaking preparations, not only because of the absence of all up-to-date experience in such matters and the total lack of suitable example, but also in view of the expense which was bound to be involved in case modifications should become necessary afterwards.

Due to the considerations of wartime planning, the Luftwaffe schools and units were not geographically concentrated but were scattered throughout the Reich. As a result, a relatively extensive ground organization had to be created from the start.

3. On 1 April 1934, in order to relieve the Reichs Air Ministry of the day-by-day administrative details connected with the expansion of the Luftwaffe and in order to assure more direct administration and training of the flying units, the first Luftwaffe command agencies

were created and made directly subordinate to the Ministry. They were as follows:

- a. Commander, 1st Air Division (Kommandeur der 1. Fliegerdivision)
 - 1) 1 single-engine fighter group
 - 2) 2 bomber groups
 - 3) 3 long-range reconnaissance squadrons
- b. Commander, Army Air Forces (Kommandeur der Heeresflieger)
 - 1) 2 close-range reconnaissance squadrons
- c. Air District Commands I through V (each having jurisdiction over a particular geographical area).

Figure 2g presents a graphic summary of the organizational structure of the Luftwaffe command set-up during 1934.

CHAPTER II

THE TOP-LEVEL COMMAND ORGANIZATION AFTER
GERMANY HAD REGAINED MILITARY SOVEREIGNTY

Section 1 - General Survey of the Events of 1935.

1. On 16 March 1935, Hitler announced that Germany had regained complete military sovereignty and freedom⁴⁸, which meant that the Luftwaffe was freed of the necessity of camouflaging its personnel and equipment buildup.

2. 1 March 1935 was declared the official birthday of the new German Luftwaffe⁴⁸.

3. On 1 April 1935, the antiaircraft artillery forces were officially incorporated into the Luftwaffe⁴⁹ and joined the flying forces and the signal communications forces as the third Luftwaffe branch.

4. On 21 May 1935, the military conscription law was proclaimed. This was followed on 22 May 1935 by a "Decree concerning obligatory active duty with the Wehrmacht" and, on 29 May 1935, by a "Directive concerning recruitment and conscription for the year 1935". In addition, "flying personnel subject to conscription are urged to put in the required period of active duty with the Luftwaffe"⁴⁸.

48 - Based on "Die Deutsche Luftfahrt - Jahrbuch 1936"

49 - Effectuated by the Directive issued by the Reichs Minister of Defense, Wa No. 708/35, Classified, Ia/C, dated 25 February 1935, and the Directive L.A. No. 1472/35, Classified, II L/2, dated 25 February 1935.

5. In connection with the implementation of the military conscription law, the designation "Luftwaffe", as a Wehrmacht branch, and "Reichs Air Minister and Commander in Chief of the Luftwaffe", as its commander, were officially established on 1 June 1935.

6. The following Luftwaffe hierarchy was officially recognized:

a. Supreme Commander, Wehrmacht - the Fuehrer and Reichs Chancellor

Adolf Hitler

b. Commander in Chief, Wehrmacht - Reichs War Minister, General-

oberst von Blomberg

c. Commander in Chief, Luftwaffe - Reichs Air Minister, General

der Flieger Goering

d. Top-level agency within the Reich for all matters of aeronautics

and air defense - Reichs Air Ministry. Chief of the Reichs Air

Ministry was the Reichs Air Minister and Commander in Chief,

Luftwaffe. His simultaneous authority as Reichs Minister of

Aviation was not affected by his connection with the Wehrmacht

in his capacity as Commander in Chief, Luftwaffe. His permanent

deputy was Generalleutnant Milch, State Secretary of Aviation⁵⁰.

7. On 18 October 1935, the Reich proclaimed the "Law pertaining to the

Luftwaffe engineer corps", which gave official recognition to the

Luftwaffe Engineer Corps established under the provisions of the

directive of 20 April 1935⁵⁰.

50 - Based on "Die Deutsche Luftfahrt - Jahrbuch 1936

8. Effective 1 November 1935, all legal matters pertaining to the Luftwaffe, formerly handled by Army and Navy courts, were placed under the jurisdiction of Luftwaffe judge advocate agencies⁵¹.
9. On 1 November 1935, the first Luftwaffe recruits were selected; they were officially inducted on 7 November 1935⁵¹.

51 - Based on "Die Deutsche Luftfahrt - Jahrbuch 1936".

Section 2 - Changes Effected in the Organizational Set-Up of the Reichs
Air Ministry during 1935.

1. In keeping with the further expansion of the Luftwaffe as an independent Wehrmacht branch, and the increased administrative work created thereby, the Reichs Air Ministry was also expanded.

2. Medical affairs, theretofore handled by the Central Branch (ZA/Med), were taken over by the Air Command Office. Effective 1 October 1935, the Judge Advocate Group, Central Branch, assumed responsibility for all Luftwaffe legal affairs⁵².

3. Within the Air Command Office a number of staffs were expanded to groups and a number of groups to branches. After the reorganization, the Air Command Office was comprised of the following:

- a. Operations Branch (LA I)⁵³
 - 1) Operations Group (LA I, 1)
 - 2) Target Preparation Group (LA I, 2)
 - 3) Tactical and Technological Requirements Group (LA I, 3)

- b. Quartermaster Branch (Oberquartiermeister - LA/O. Qu.)
(formerly a group of the Operations Branch)

- c. Communications Branch (LA/NVV)

The headquarters signal company, Reichs Air Ministry, was directly subordinate to the chief of the Communications Branch.

52 - Based on information provided by General Bruch, Retired (former Chief of the Central Office).

53 - Based on information provided by General Schmid, Retired (formerly assigned to the Foreign Air Forces Group, Operations Branch)

- d. Foreign Air Forces Branch (LA/Fr. L.) (formerly the Foreign Air Forces Group, Operations Branch)
- e. Organization Branch (LA II)
- f. Training Branch (LA III)
- g. Strength and Equipment Authorization Branch (LA IV)
- h. Supply Branch (LA V)
- i. Medical Branch (Medizinalabteilung - LA/Med) (formerly Medical Group, Central Branch; its new organizational status did much to loosen its bounds to the Army Medical Affairs Inspectorate)

The Civil Air Defense Branch (LA/ZL) was placed under the command of the Inspector for Antiaircraft Artillery (Inspekteur der Flakartillerie) (see 8, below).

Within the Air Command Office, the Operations Branch, Quartermaster Branch, Communications Branch, and the Foreign Air Forces Branch were further combined to form an Operations Staff (Fuehrungsstab), under the leadership of the Chief of the Operations Branch. The latter was responsible for coordinating the work of the four branches concerned, regardless of the fact that the other three branch chiefs also had the right of direct access to the Chief, Air Command Office.

4. Effective 1 April 1935, the first Luftwaffe Inspectorates were created⁵⁴ as follows:

- a. Inspectorate for Air Reconnaissance and Aerial Photography (Inspektion der Aufklaerungsflieger und des Luftbildwesens) (Luftwaffe Inspectorate No. 1), which - at the same time - was charged with planning and

54 - Excerpts from the decree issued by the Reichs Air Ministry, Air Command Office, No. 6600/34, Classified, II, 1, dated 19 December 1934 (Microfilm Roll 115, Wiesbaden Archives).

supervisory functions in connection with raising Luftwaffe materiel strength to the level authorized.

The chief of Luftwaffe Inspectorate No. 1 was also advisor to the Commander in Chief, Army, as regarded the transfer of certain air reconnaissance and antiaircraft artillery units to the Army in case of mobilization. In addition, he was in charge of plans for the establishment of the office of a "Luftwaffe General attached to the Commander in Chief, Army" in case of war.

The Aerial Photography Branch, General Air Office, was transferred to Luftwaffe Inspectorate No. 1, and the Central Aerial Photography Office, Reichs Air Ministry, was reactivated to take over to the Aerial Photography School:

- 1) Carrying out of aerial photography assignments for the offices and branches of the Reichs Air Ministry
- 2) Testing of newly-developed equipment, evaluation of new methods in aerial photography, and assessment of innovations in training methods (for the Aerial Photography Branch)
- 3) Cooperating in the development of training guidelines and directives.

Within the Central Aerial Photography Office, a special-duty group was established for detachment to the Operations Staff in case of war⁵⁵.

55 - Based on "Ueberblick ueber Taetigkeit und Organisation des gesamten Bildwesens in der Luftwaffe" (Survey of the Functions and Organization of Aerial Photography within the Luftwaffe), study prepared by Branch VIII, Luftwaffe General Staff, during 1944.

After reorganization was complete, Luftwaffe Inspectorate No. 1 consisted of the following subdivisions⁵⁶:

- 1) Staff No. 1 (Training and Organization)
- 2) Staff No. 2 (Technology and Equipment)
- 3) Branch 3 (Aerial Photography - the former Aerial Photography Branch, General Air Office)
- 4) Aerial Photography School
- 5) Central Aerial Photography Office, Reichs Air Ministry
(directly subordinate to the Chief of the Aerial Photography Branch)

b. Inspectorate for Bomber Forces (Inspektion der Kampfflieger)
(Luftwaffe Inspectorate No. 2), which - at the same time - was charged with planning and supervisory functions in connection with bomb development and navigation.

Luftwaffe Inspectorate No. 2 was made up of the following:

- 1) Staff No. 1 (Training and Organization)
- 2) Staff No. 2 (Technology and Equipment)
- 3) Group 3 (Navigation)

c. Inspectorate for Fighter and Dive-Bomber Forces (Inspektion der Jagd- und Sturzkampfflieger) (Luftwaffe Inspectorate No. 3), which - at the same time - was charged with planning and supervisory functions in connection with Luftwaffe ordnance

56 - Based on information provided by Colonel Borcherdt, Retired (formerly assigned to Luftwaffe Inspectorate No. 1).

Luftwaffe Inspectorate No. 3 was made up of the following subdivisions:

- 1) Staff No. 1 (Training and Organization)
- 2) Staff No. 2 (Technology and Equipment)
- 3) Group 3 (Airborne Weapons)

Luftwaffe Inspectorates No. 1, 2, and 3 were directly subordinate to the Chief, Air Command Office.

The primary mission of the Inspectorate chiefs was the furtherance of the tactical and technological readiness of their particular branches. "By order of" the Reichs Air Minister and Commander in Chief, Luftwaffe, they issued directives regarding the technological and tactical standards required of the troops falling within their areas of jurisdiction, and they were called upon for advise in the preparation of employment directives and training guidelines. On the basis of their evaluation of experience at the front, they established tactical and technological requirements for their troops. They played an important role in the development and testing of equipment. They were asked to submit their recommendations in questions of organization.

Each Inspectorate chief had the right to inspect the units and training installations under his command.

5. Effective 1 January 1935, the post of Inspector for Naval Air Forces (Waffeninspektion der Seeflieger) was assigned to the commander of Air Area IV (Sea).

As Inspector for Naval Air Forces, this officer was directly responsible to the State Secretary for Aviation, but - again only in this capacity - he was bound by instructions issued by the

Chief of the Air Command Office.

6. The Chief of the Communications Branch, Air Command Office, was given the post of Inspector for Communications (Inspekteur des Nachrichtenverbindungsweisen). He worked in close coordination with the other Luftwaffe Inspectorates.

7. Effective 1 April 1935, a Luftwaffe Inspectorate for Vehicle Transport (Inspektion des Kraftfahrwesens der Luftwaffe) was established as Luftwaffe Inspectorate No. 6. This agency was responsible for all matters pertaining to motor vehicles within the Luftwaffe and, in addition, acted as liaison office to Inspectorate No. 6 of the Reichs Ministry of War, which was in charge of motor vehicle transportation for the entire Wehrmacht.

Luftwaffe Inspectorate No. 6 was directly subordinate to the Chief of the Air Command Office.

8. As of 1 April 1935, the former Inspectorate for Flight Schools was reorganized into the Flight School Command (Kommando der Fliegerschulen) and was thus no longer a part of the Reichs Air Ministry.

The Flight School Command was placed in charge of all flight training installations as well as of the Luftwaffe ordnance schools.

9. Effective 1 April 1935, the date on which the Luftwaffe took over the antiaircraft artillery forces, the Inspectorate for Antiaircraft Artillery Forces was transferred from the Reichs Ministry of Defense to the Reichs Air Ministry. At the same time, the Civil Air Defense Branch (hitherto a part of the Air Command Office) was made subordinate to the Inspector for Antiaircraft Artillery. Thus, the inspectorate was given

the title of Inspectorate for Antiaircraft Artillery and Civil Air Defense (Inspektion der Flakartillerie und des Luftschutzes)⁵⁷.

This inspectorate was directly subordinate to the State Secretary for Aviation and was made up of the following subdivisions⁵⁸:

- a. Group 1 (Employment, Organization, Personnel Replacement, and Supply)
- b. Group A (Training)
- c. Group 2 (Weapons, Equipment, and Ammunition) (establishment of tactical and technological requirements for the development of equipment together with the Army Ordnance Office; testing of new equipment at troop level)
- d. Group 3 (Publications) (preparation of training aids and instructional materials)
- e. Group 4 (Aircraft and Tank Identification Service)
- f. Staff Motor Vehicle Services
- g. Staff Antiaircraft Artillery Research and Development
- h. Staff Signal Communications Services
- i. Civil Air Defense Branch (formerly a part of the Air Command Office)
- j. The following were also directly subordinate to the Inspector for Antiaircraft Artillery:
 - 1) The antiaircraft artillery schools
 - 2) The antiaircraft artillery practice ranges

57 - Directive issued by the Reichs Air Minister, No. 1240/35, Classified, II 1, dated 8 March 1935.

58 - Based on information provided by General von Axthelm, Retired (formerly assigned to the Inspectorate for Antiaircraft Artillery and Civil Air Defense).

As a result of the hybrid nature of its activity (including General Staff-type missions as well as the administration of a technical service branch), due in turn to personnel considerations, the Inspectorate for Antiaircraft Artillery and Civil Air Defense had far more extensive responsibilities than those of the other inspectorates. It was not until later that its General Staff functions were relegated to the proper agencies.

10. On 1 June 1935, the Research Group for the History of Air Warfare, Reichs Air Ministry, (Forschungsgruppe des Reichsluftfahrtministeriums fuer Luftkriegsgeschichte) was established and placed under the direction of the Chief of the Training Branch⁵⁹.

11. On 1 November 1935, the following training installations were founded and placed under the command of the Chief of the Air Command Office:

- a. The Advanced Luftwaffe School (Hoehere Luftwaffenschule)
- b. The Air War Academy (Luftkriegssakademie)
- c. The Air Technical Academy (Lufttechnische Akademie) (under the technical supervision of the Chief of the Technical Office)

12. In summary, the organizational structure of the various agencies discussed above during 1935, is illustrated by the figures indicated below:

- a. Reichs Air Ministry (Figure 3)
- b. Air Command Office (Figure 3a)
- c. Operations Branch (Figure 3b)
- d. Inspectorate for Air Reconnaissance and Aerial Photography
(Figure 3c⁶⁰)

59 - "Establishment and Development of the Luftwaffe Military History Branch" (Entwicklungsdaten der Kriegswissenschaftlichen Abteilung der Luftwaffe) (Microfilm roll No. 15).

60 - The organizational structure of the Aerial Photography Branch reflects the status as of 1936, based on the report "The Organization and Function of Aerial Photography within the Luftwaffe" (Ueberblick ueber die Taeitigkeit und Organisation des gesamten Bildwesens in der Luftwaffe).

- e. Inspectorate for Bomber Forces (Figure 3d)
- f. Inspectorate for Fighter and Dive Bomber Forces (Figure 3e)
- g. Inspectorate for Antiaircraft Artillery and Civil Air Defense
(Figure 3f)

The organizational structure of the other offices and branches either remained the same or changed so little that we need not concern ourselves with them.

The organization described for the Luftwaffe inspectorates is the original one; it was expanded later on.

Section 3 - Summary of Developments during 1935.

1. Once Germany had regained her military sovereignty, of course, the formal assignment of Luftwaffe personnel to either the Army or the Navy, which had been necessary so far in order to camouflage the build-up of an air force, could be discontinued immediately. Air academies and pilot replacement battalions were established to take care of the training of Luftwaffe officer candidates and Luftwaffe enlisted personnel respectively. Recruits assigned to the antiaircraft artillery forces or to the signal communications forces were given basic military training in replacement units within their own service branches.

The number of pilot training and ordnance schools was soon increased, and at the same time new, specialized training centers were set up.

The Advanced Luftwaffe School and the Air War Academy were called into being to prepare Luftwaffe officers for assignment to the General Staff.

The Air Technical Academy was created to meet the need for qualified flight engineers with the requisite military as well as technological training and background.

2. Effective 1 April 1935, certain changes were made in the organization of the operational command apparatus. The staffs of the 1st Air Division and of the Commander, Army Air Forces, were deactivated and their responsibilities assigned to the Headquarters of the Air Regional Commands I through V. As a result, these headquarters were no longer merely territorial administrative offices, but now had a place in the chain of command.

Each Air Regional Command was assigned a Senior Pilot Commander (Hoherer Fliegerkommandeur) and a Senior Antiaircraft Artillery Commander (Hoherer Kommandeur der Flakartillerie), who had full and exclusive command over the flying units and antiaircraft artillery units respectively.

The VIth Air Regional Command (Sea) retained command over the Commander, Naval Air Forces, (Fuehrer der Seeluftstreitkraefte) and the seaplane units under his jurisdiction.

See Figure 3g for the organization of the Luftwaffe operational command apparatus during 1935.

Within each one of the Air Regional Commands an air supply and procurement group was created to take charge of all supply activity in the region.

3. During the summer of 1935, Luftwaffe strength was approximately as follows:

a. flying forces

3 single-engine fighter groups

6 bomber groups

1 dive-bomber group

(each group comprising three squadrons)

7 close-range reconnaissance squadrons

5 long-range reconnaissance squadrons

7 seaplane squadrons

b. antiaircraft artillery forces

15 heavy artillery battalions

3 light artillery battalions

1 antiaircraft artillery training battalion

Section 4 - The Changes in the Organization of the Reichs Air Ministry during 1936.

1. Apart from a number of new activations, there were no really fundamental organizational changes in the Reichs Air Ministry.

2. Inspectorate for Aerial Reconnaissance Forces and Aerial Photography (Inspectorate No. 1):

On 1 March 1936, the inspection of Luftwaffe photographic equipment (formerly the responsibility of the Inspector) was delegated to the Chief of the Aerial Photography Branch⁶¹.

61 - Taken from "The Organization and Function of Aerial Photography within the Luftwaffe".

On 1 April 1936, Luftwaffe Inspectorate No. 1 was made subordinate to the newly-established Aerial Reconnaissance Training Staff (Aufklaerungslehrstab), which was expanded to the Aerial Reconnaissance Group (Aufklaerungsgruppe) on 1 October 1936. On 1 October 1938 the Group became a part of the Luftwaffe Training Division (Luftwaffenlehrdivision)⁶².

Effective 1 July 1936, the Central Film Office (Hauptfilmstelle des Reichsluftfahrtministeriums) was established and placed under the command of the Chief, Aerial Photography Branch. The Central Film Office was located outside the Reichs Air Ministry⁶².

3. Effective 1 April 1936, the Research Group for the History of Air Warfare was rechristened the Luftwaffe Military History Branch. It remained under the direct supervision of the Chief, Training Branch⁶³.

It comprised the following groups:

- a. Group 1 (Research in Military History)
- b. Group 2 (Interpretation and Evaluation)
- c. Group 3 (Archives)
- d. Group 4 (Administration)

62 - Based on information furnished by General Drum, Retired.

63 - Based on "Establishment and Development of the Luftwaffe Military History Branch" (Entwicklungsdaten der Kriegswissenschaftlichen Abteilung der Luftwaffe), (Microfilm roll No. 15).

4. On 1 April 1956, the Inspectorate for Aircraft Equipment (Fliegergeräteinspizient) and the Air Accident Investigations Office (Unfalluntersuchungsstelle fuer die Luftfahrt) (closely allied with the Institute for Experimental Aeronautics) - formerly entirely independent of each other - were combined to form the Inspectorate for Flight Safety and Aircraft Equipment (Inspectorate S) (Inspektion fuer Flugsicherheit und Geraet, In. S)⁶⁴. The motivating factor behind this organizational change was the sharp increase in aircraft accidents occasioned by the too hurried - and thus too superficial - pilot training program.

The responsibilities assigned to the Inspectorate S were the following:

a. Accident investigation

- 1) Investigation of all accidents involving aircraft (Luftwaffe and commercial aircraft)
- 2) Evaluation and interpretation of findings in terms of flight techniques, technological factors, training standards, tactical considerations, and organizational aspects involved
- 3) Advisory functions in connection with court investigations to fix the responsibility for accidents (as the highest-ranking investigative and opinion-stating agency)
- 4) Grounding of aircraft and discontinuation of items of equipment on the basis of accident investigation findings
- 5) Initiation of accident-prevention measures

b. Inspection of aircraft and equipment

64 - Based on information provided by General Fink, Retired (former Deputy Chief of Inspectorate S).

- c. Provision of instructional material for troop units in connection with the introduction of new aircraft models or new types of equipment (including weapons and ammunition)
- d. Inspection of all aerotechnical training installations, including the advanced ordnance schools (Waffenmeisterschulen)
- e. Advisory function in connection with the appointment of aerotechnical personnel to key positions

Temporarily under the direct command of the Reichs Air Minister and Commander in Chief, Luftwaffe, the Inspectorate S was ultimately made subordinate to the State Secretary for Aviation.

5. On 3 June 1936, General Wever, Chief of the Air Command Office, was killed in an air crash while on an official flight. His successor was General-leutenant Kesselring, former Chief of the Luftwaffe Administration Office.

6. On 1 July 1936, the Luftwaffe General Staff came into being as an officially recognized entity. Its creation resulted in no immediate changes in the organization of the Air Command Office⁶⁵.

The Chief of the Air Command Office was simultaneously Chief of the Luftwaffe General Staff⁶⁶.

The General Staff officers taken over from the Army, as well as those officers who had had general staff training, were automatically

65 - In Hitler's decree, as well as in the general order issued by Goering on the occasion of Wever's death, Generalleutnant Wever was already referred to as the first Chief of the Luftwaffe General Staff. (German Aviation - Volume for 1937)

66 - Based on information provided by General Nielsen, Retired (who was responsible for preparing the directives setting up the Luftwaffe General Staff).

appointed General Staff officers with the Luftwaffe. At the same time, a list of the positions requiring General Staff personnel was drawn up⁶⁷.

7. The antiaircraft artillery schools and practice ranges, theretofore unconditionally subordinate to the Inspectorate for Antiaircraft Artillery and Civil Air Defense, were transferred to the jurisdiction of the Air Regional Commands in which they were located. They remained under the supervision of the Inspectorate only insofar as training and personnel assignment were concerned.

8. The supply function was subjected to thoroughgoing reorganization, and on 1 August 1936 the Supply Branch, Air Command Office, and the Office of the Chief of Supply and Procurement were combined to form the Luftwaffe Supply Office (Nachschubamt der Luftwaffe).

The chief of the Luftwaffe Supply Office was responsible to the State Secretary for Aviation.

The Supply Office operated in accordance with instructions issued by the Air Command Office; its work was closely coordinated with that of the Technical Office⁶⁸.

The missions assigned to the new office were as follows:

- a. Further development of the supply organization within the Luftwaffe and establishment of an adequate training program
- b. Planning of equipment and spare part requirements on the basis of organizational factors and past experience in materiel consumption.

67 - In Hitler's decree, as well as in the general order issued by Goering on the occasion of Wever's death, Generalleutnant Wever was already referred to as the first Chief of the Luftwaffe General Staff (German Aviation - Volume for 1937).

68 - Based on information furnished by General Kitzinger, Retired (former Chief of the Luftwaffe Supply Office).

- c. Issuance of technical guidelines for the carrying out of initial as well as subsequent supply functions.
- d. Preparation of instructional materials concerning the repair and maintenance of equipment
- e. Establishment of procedures for the disposal of obsolete or otherwise useless equipment
- f. Furnishing vehicle fuels and ammunition to troop units
- g. Responsibility for inspecting all supply units and facilities, including those service schools concerned with the supply function (bomb disposal training centers, advanced ordnance schools, and the Luftwaffe Supply School)
- h. Preparation of directives and operational guidelines in the field of supply
- i. Advisory functions in connection with the assignment of supply officer personnel

The Luftwaffe Supply Office was divided into the following branches:

- a. Group 1 (Organization of Supply Function)
 - b. Group 2 (Aircraft and aircraft equipment)
 - c. Group 3 (General equipment: signal communications equipment, motor vehicles, vehicle fuels)
 - d. Group 4 (Weapons, antiaircraft artillery, and ammunition)
9. During the fall of 1936 the Political Affairs Group was detached from the Central Branch and assigned to the staff of the State Secretary for Aviation⁶⁹.

69 - According to information provided by General Bruch, Retired (at that time Chief of the Central Branch).

10. In summary, the organizational structure of the various agencies discussed above during 1936 is illustrated by the figures indicated below:

- a. Reichs Air Ministry (Figure 4)
- b. Air Command Office (Figure 4a)
- c. Luftwaffe Supply Office (Figure 4b)

Section 5 - Summary of Developments during 1936.

1. In Hitler's opinion, by the spring of 1936 the Luftwaffe already represented a factor to be reckoned with in terms of a military deterrent "trial fleet". On 7 March 1936, for example, he utilized certain Luftwaffe units during the occupation of the Rhineland.

2. In order to be prepared for possible military involvement in Europe, the Luftwaffe worked out its first operational plans (Operation GRUEN (Green) - Czechoslovakia).

These plans called for the expansion of the Luftwaffe ground organization through the establishment and equipment of advanced airfields which would become immediately operational as soon as mobilization was ordered. Organization and supervision of these preparations were entrusted to the Air Administrative Commands (Luftgaukommandos), created by decree dated 1 April 1936 and assigned to the Air Regional Commands II through V. In case of mobilization, the Air Administrative Commands were to assume command of the ground organization.

3. During the fall of 1936, Air Regional Command VII was created.
4. On 1 April 1936, the first wing staffs were set up in the flying units (each wing was composed of three groups).

Section 6 - The Changes in the Organization of the Reichs Air Ministry
during 1937.

1. On 1 April 1937⁷⁰, the Flight School Command (which had been taken out of the Reichs Air Ministry in 1935) was reorganized as the Inspectorate for Flight Schools and reincorporated into the Ministry, where it was placed under the command of the Chief of the Air Command Office.

At the same time, all the schools formerly under the central jurisdiction of the Flight School Command were transferred to the jurisdiction of the newly-established Flight School and Pilot Replacement Battalion Commands (Kommando der Fliegerschulen und Fliegerersatzabteilungen), which in turn were subordinate to the Air Regional Commands.

The Inspector for Flight Schools was authorized to inspect the pilot training installations, while inspection of the ordnance schools remained the responsibility of the various Air Ordnance Inspectors (Fliegerwaffeninspektoren).

2. The Inspectorate for Naval Air Forces (Luftwaffeninspektion der Seeflieger) was established, making it possible to relieve the Commander of Air Area VI (Sea) of his duties as inspector of the seaplane units.

The Inspectorate for Naval Air Forces was made directly responsible to the Chief of the Air Command Office.

3. The Medical Branch, Air Command Office, was reorganized into the Inspectorate for Medical Affairs. The new agency, like its predecessor, was directly subordinate to the

70 - This date is based on information given by Colonel Heldmann, Retired (formerly assigned to the Inspectorate for Flight Schools).

Chief of the Air Command Office. With its creation, the extremely close bonds between the medical affairs administration of the Luftwaffe and the Army Inspectorate for Medical Affairs were no longer necessary, and from then on basic organizational questions and personnel matters (promotion and assignment of medical officers) were handled independently⁷¹.

4. Prior to 1937, the top-level organizational structure of the Luftwaffe might be said to possess a certain inner unity and stability; during 1937, however, there arose the problem of the status of a "civilian" State Secretary in a military ministry, particularly in connection with the relationship existing between the State Secretary and the Chief of the General Staff of the Luftwaffe (see also Section 7 - The State Secretary for Aviation and the Chief of the Luftwaffe General Staff).

The conflict between Generalleutnant Kesselring, Chief of the Air Command Office, and General der Flieger Milch, State Secretary for Aviation, soon came to a head. On 31 May 1937, Generalleutnant Kesselring resigned his position at the Reichs Air Ministry and accepted an appointment as Commanding General, Air Area III. Generalmajor Stumpff, Chief of the Luftwaffe Personnel Office, was named Kesselring's successor as Chief of the Luftwaffe General Staff⁷². If we disregard the death of General Wever, this was the first of a long series of personnel changes in the post of Chief of the General Staff of the Luftwaffe.

71 - Based on information provided by General Schroeder, MD, Retired (formerly Chief of the Medical Branch, Air Command Office).

72 - Taken from the list of personnel changes in the Luftwaffe published in German Aviation - Volume for 1938.

5. Effective 2 June 1937, the chain of command within the top-level echelon of the Reichs Air Ministry was changed as follows:

a. The State Secretary was relieved of his assignment as permanent

deputy to the Reichs Air Minister and Commander in Chief, Luftwaffe. From that point on, he was to assume the duties of his chief only if the latter was to be away for an extended period or in case a sudden emergency should prevent him from carrying on his work⁷³.

b. The Chief of the General Staff was made directly responsible to

the Reichs Air Minister and Commander in Chief, Luftwaffe. It was his mission to establish requirements in connection with preparations for and conduct of air warfare and to transmit these requirements to the State Secretary and the offices under the latter's command for action. The General Staff Chief was no longer required to obtain the concurrence of the State Secretary before addressing himself in person or in writing to the Commander in Chief, Luftwaffe; he was merely requested to inform the State Secretary briefly of any decisions made by the Commander in Chief. For all practical purposes these modifications divided the Reichs Air Ministry into two separate spheres of command, the Chief of the Luftwaffe General Staff (with the General Staff) on the one hand, and the State Secretary (with the various Ministry offices) on the other.

6. At the same time the Air Command Office was reorganized into the Luftwaffe General Staff⁷⁴, consisting of

73 - Based in part on information provided by General Nielsen, Retired (former member of the Luftwaffe General Staff) and in part on the "Development of the Peacetime and Wartime Top-Level Organizational Structure of the

77-a

- 73 - (cont) Luftwaffe from 1934 on" (Entwicklung der Friedens- und Kriegs- spitzengliederung der Luftwaffe seit 1934), a brief study prepared by the Military History Branch (Branch VIII) of the Luftwaffe General Staff. Both sources mention the directive issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Chief, Luftwaffe General Staff, No. 1600/37, Classified, dated 2 June 1937. The directive itself is no longer available for reference.
- 74 - Based on information provided by General Nielsen, Retired (former member of the Luftwaffe General Staff).
-

the following subdivisions⁷⁵:

a. Operations Staff

- 1) Branch 1 (Operations)
- 2) Branch 5 (Foreign Air Forces)
- 3) Branch 6 (Quartermaster)
- 4) Branch 7 (Signal Communications)
- 5) Topography Group (Gruppe Kartenwesen)

b. Organization Staff

- 1) Branch 2 (Organization)
- 2) Branch 4 (Personnel Strength and Equipment Authorization)

Note: The Chief of the Organization Staff was at the same time
Chief of Branch 2.

c. Branch 3 (Training)

d. Chief Group

7. On 1 July 1937, the post of Luftwaffe General, Commander in Chief, Army (General der Luftwaffe beim Oberbefehlshaber des Heeres) - a post which previous planning had envisioned only in case of war - was created in the Reichs Air Ministry.⁷⁶

The mission of the Luftwaffe General, Commander in Chief, Army, was to advise the Army High Command in questions concerning aerial reconnaissance and antiaircraft artillery defenses at the front and to implement mobilization plans for the employment of the

75 - This organizational plan (except for the subdivisions of the Operations Staff) is based on material appearing in German Aviation - Volume for 1937.

76 - German Aviation - Volume for 1938, page 58.

Air Commander Staffs (Kolufststaebbe), aerial reconnaissance squadrons, anti-aircraft artillery and signal communications units which would become tactically subordinate to the Army in case of war⁷⁷.

The Luftwaffe General, Commander in Chief, Army was personally responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe. He had no executive authority.

8. During the autumn of 1937, a Staff for Army Tactics (Referat fuer Heerestaktik) was set up within the framework of the Inspectorate for Aerial Reconnaissance and Aerial Photography. This Staff was the nucleus for the Army Tactical Training Staff (Lehrstab fuer Heerestaktik)⁷⁸, whose missions were the following:

- a. Furtherance of familiarity with Army tactics in the aerial reconnaissance training schools and units
- b. Issuance of instructional guidelines for training in Army tactics; publication of new developments and new Army tactical directives for the use of schools and units; informing interested Luftwaffe training centers of Army practices concerning troop organization and employment, etc.

9. On 1 December 1937, the Staff Office (Stabsamt) was rechristened the Ministry Office (Ministeramt)⁷⁹, and organized into the following branches:

- a. Branch 1 (Political and Economical Developments - Four-Year Plan,)
- b. Branch 2 (Adjutant)
- c. Branch 3 (Secretarial Branch (Persoenliches Sekretariat))

77 - Taken from a study written by General Drum, Retired.

78 - The directive from the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Luftwaffe General Staff, Branch 2, dated 18 January 1938, refers to an earlier directive, from the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Luftwaffe General Staff, Branch 2,

79-a

78 - (cont) No. 3250/37, Classified, dated 1 December 1937, in which the Army Tactical Training Staff was mentioned.

79 - Based on "The Organization of the German Luftwaffe" (Die Gliederung der deutschen Luftwaffe), author unknown.

10. In summary, the organizational structure of the agencies discussed above during 1937 is illustrated in the figures indicated below:

- a. Reichs Air Ministry (Figure 5)
- b. Luftwaffe General Staff (Figure 5a)
- c. Inspectorate for Aerial Reconnaissance and Aerial Photography (Figure 5b)
- d. Office of the Luftwaffe General, Commander in Chief, Army (Figure 5c)

Section 7 - The State Secretary for Aviation and the Chief of the Luftwaffe General Staff⁸⁰.

1. In accordance with the original organizational set-up of the Reichs Air Ministry, the forerunner of the Chief of the General Staff, the Chief of the Air Command Office, was, like all other office chiefs, subordinate to the State Secretary in the latter's capacity as permanent representative of the Reichs Air Minister.

During the early years of Luftwaffe development, this chain of command did not give rise to any appreciable difficulties. In full awareness of his own lack of military background, the State Secretary was quite willing to cede the leading role in all military questions to the Chief of the Air Command Office. The two men, General Wever, General Staff Officer and Chief of the Air Command Office, and State Secretary Milch, a man of long and broad experience in general aviation, complemented each other in the most exemplary fashion.

80 - In writing this section, the author has referred frequently to the brief study of the Military History Branch, Luftwaffe General Staff, "Development of the Peacetime and Wartime Top-Level Organization Structure of the Luftwaffe from 1934 on" (Entwicklung der Friedens- und Kriegsspitzenorganisation der Luftwaffe seit 1934), and to "The Organization of the German Luftwaffe" (Die Gliederung der deutschen Luftwaffe), author unknown.

This organizational set-up, however stable and effective it might appear to an outsider, was to lead to more and more serious conflict between the State Secretary and the Chief of the General Staff as the Commander in Chief, Luftwaffe, became more and more dependent upon his General Staff Chief as his principal military advisor. And in view of Hitler's increasing political activity, his need for competent military counsel grew more urgent than ever before. As a result of these new tensions, the State Secretary gradually withdrew to a position diametrically opposed to that of the General Staff Chief.

2. At the beginning of 1937, the following agencies were directly subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe:

- a. Chief of the Luftwaffe General Staff (Generalleutnant Kesselring)
 - 1) Air Command Office
 - 2) Luftwaffe Inspectorates (except the Inspectorate for Antiaircraft Artillery and Civil Air Defense and the Inspectorate for Flight Safety and Equipment)
 - 3) the air academies
- b. State Secretary for Aviation (General der Flieger Milch)
 - 1) General Air Office
 - 2) Technical Office
 - 3) Administration Office
 - 4) Supply Office
 - 5) Personnel Office
 - 6) Central Branch

7) Inspectorate for Antiaircraft Artillery and Civil Defense

8) Inspectorate for Flight Safety and Equipment

By order of the Reichs Air Minister and Commander in Chief, Luftwaffe, the Chief of the General Staff was responsible for issuing directives dealing with training, organization, and employment (prepared in close coordination with the Inspectorate concerned) to the various offices of the Reichs Air Ministry and to the Luftwaffe command agencies in the field. On the other hand, as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe, the State Secretary had the right to interfere in fundamental policies and, in the event of an unreconcilable difference of opinion, to request a decision from his chief.

It was obvious that this organizational set-up, lacking both clarity and balance, was bound to provide ample opportunity for conflict and friction based on overlapping areas of authority. Nevertheless, as Generalfeldmarschall Kesselring points out in retrospect⁸¹, "the system worked smoothly as long as the State Secretary and the Chief of the General Staff kept within their bounds. Even the State Secretary's role as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe, was not necessarily a disadvantage; after all, the two offices had to work together. Each office was required to keep the other informed of its activity, of course, and it was natural that this was done by the Chief of the General Staff

81 - From a letter to the author under date of 1 October 1955.

in the form of oral conferences. The mere fact that the State Secretary - or, as a matter of fact, the Chief of the General Staff - happened to speak up for an opposing viewpoint during the course of a conference with the Commander in Chief, Luftwaffe, can certainly not be interpreted as a sign of poor organization. It was not until the State Secretary began to claim a completely unwarranted voice in the establishment of operational policies and took to expressing his dissenting opinions in deliberately insulting terms that the conflict between us came into being.⁸¹

At the very least, the circumstances described by General Kesselring serve to illustrate the weaknesses inherent in a system of dual leadership. In order to remedy these weaknesses, General Kesselring demanded that the Chief of the General Staff be given sole responsibility for all questions of military command. Since the Commander in Chief, Luftwaffe, refused to accede to his demand, General Kesselring resigned from his position on 31 May 1937.

Generalleutnant Stumpff, former Chief of the Luftwaffe Personnel Office, was named to succeed Kesselring as Chief of the General Staff.

3. On 2 June 1937, after Kesselring's resignation, the Commander in Chief, Luftwaffe, modified the deputy function of the State Secretary; he was no longer to be considered the permanent representative of the Commander in Chief, but was to assume this function in future only when the latter was to be away for an extended period or was prevented by an unforeseen emergency from carrying on his work⁸². As a result of this modification, the Chief of the General Staff

82 - The study by the Military History Branch, General Staff, (Development of Peacetime and Wartime Top-Level Organizational Structure of the Luftwaffe from 1934 on) refers to a directive from the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Chief, Luftwaffe General Staff, Branch 2, No. 1600/37, Classified, dated 2 June 1937. General Nielsen, Retired, also makes mention of this particular directive. Its exact text is no longer available for reference.

was placed on the same level as the State Secretary. Needless to say, each was required to inform the other of any decisions taken during the course of a conference with the Reichs Air Minister and Commander in Chief, Luftwaffe.

The State Secretary and his staff formed an independent administrative entity. The Secretary was responsible for materiel procurement, technological developments, administration, supply, and personnel matters within his sphere of command. In accordance with general instructions received from the Reichs Air Minister and Commander in Chief, Luftwaffe, he directed the work of the offices and agencies subordinate to him, supervised the preparations designated by the General Staff as necessary to assume military preparedness on the part of the troops and effective conduct of operations on the part of command, and made certain that his subordinates were uniformly exposed to appropriate political indoctrination.

The State Secretary, however, was not willing to accept the change in his status effected by the new directive based on the Commander in Chief's decision; instead, he gradually set himself up as the opponent of the Chief of the General Staff⁸³. Nor was the General Staff Chief himself,

83 - In this connection, General Deichmann, Retired (at that time Chief of the Operations Branch, Luftwaffe General Staff) has the following to say: "This modification (i.e. the restriction in the State Secretary's status), however, was to have far-reaching and extremely significant consequences. Heretofore, for example, the State Secretary had always shown a personal interest in the tactical and technological requirements established by the General Staff and had always done his best to see that they were promptly and properly dealt with by the Technical Office. After the change, which permitted the General Staff to deal directly with the Technical Office, the lack of an interested and sympathetic mediator often made itself painfully felt. The Commander in Chief himself intervened only rarely, and then without spectacular success. One cannot help feeling that the State Secretary now began to oppose the requests made by the General Staff and that his hostile attitude soon communicated itself to the Technical Office. Just how far this hostility towards the General Staff could go became apparent in the fall of 1937, when the State Secretary managed to bring the chiefs of Branches 1, 2, and 3 of the General

84-a

83 - (cont) Staff simultaneously to the point where they resigned in protest
at his charge that they no longer had any contact with the troops."

Generalleutnant Stumpff, particularly happy with the new situation, which - to be effective- presupposed a spirit of cooperation between State Secretary and General Staff Chief, and not the hostile antagonism which was becoming more and more apparent on the part of the State Secretary.

The State Secretary was constantly occupied with plans to regain his former position, and on 16 September 1937 he presented the Commander in Chief, Luftwaffe, with a memorandum suggesting another top-level organizational set-up⁸⁴. His plan envisioned a Chief of Air Defense (Chef der Luftwehr)

84 - In retrospect, too, Generalfeldmarschall Milch, Retired, seems to consider the organizational change of 2 June 1937 a mistake, since he gives it a portion of the blame for the collapse of the Luftwaffe during World War II (in his memorandum of 21 February 1954, "The Chief Causes for the Collapse of the German Luftwaffe in World War II" (Hauptgruende fuer den Zusammenbruch der deutschen Luftwaffe im Weltkrieg II)). In his memorandum he comments as follows: "During the summer of 1937, Goering made a change in the top-level organization of the Luftwaffe. This change had a number of serious consequences, eg. the previously close coordination among the General Staff, the Chief of Supply and Procurement (author's note: presumably Milch means the Technical Office, since the post of Chief of Supply and Procurement was not created until 1938), the Personnel Office, and the other agencies of the Reichs Air Ministry came to an end." As other serious consequences Milch refers to a number of errors in judgment and wrong decisions in connection with technological matters, armament planning, and organization.

as "Minister of War" and an Inspector General (Generalinspekteur) to function as the "eyes and ears" of the Commander in Chief, Luftwaffe. The Inspector General "should and must have the right to evaluate and criticize to an equal degree the work of the Chief of the General Staff, the Chief of Air Defense, and the Chief of the Personnel Office." Basically, of course, Milch's suggestion was simply a roundabout attempt to regain his right to interfere with the General Staff Chief by having himself appointed to the post of Inspector General with its all-encompassing review authority. He failed to take into account the fact that his responsibility for a part of the operation of the Ministry (in his capacity as State Secretary) was quite incompatible with his claim to authority for inspecting and evaluating all phases of its operation.

Nevertheless, Milch apparently had his way, as is indicated in the Conference Report (Vortragsnotiz) of Branch 2, Luftwaffe General Staff, dated 23 November 1937⁸⁵. Excerpts of this report, dealing with the planned reorganization of the Reichs Air Ministry, are quoted below:

"I. State Secretary:

1. In accordance with Directive No. 1600/37, Classified, dated

2 June 1937, the State Secretary was relieved of duty as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe. Under the projected plan, the State Secretary will resume his status as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe; in other words, he

85 - From microfilm roll M/(illegible). The conference report also provides valuable hints regarding the status of the State Secretary and the General Staff Chief as a result of the reorganization of 2 June 1937. As has been pointed out, the directive effecting this reorganization (No. 1600/37) is no longer available for reference.

will be the Commander in Chief, Luftwaffe, for all practical purposes.

2. While the State Secretary, in accordance with Directive No. 1600/37, Classified, Paragraph B, was responsible for 'supervising the carrying out of tactical and technological requirements established by the General Staff as necessary to the preparations for and the conduct of war', under the planned reorganization he will be relieved of the responsibilities of a divisional chief (Ressortchef) and placed in charge of the entire Ministry.

3. While the State Secretary, in accordance with Directive No. 1600/37, Classified, Paragraph B, was 'authorized to inspect field units in connection with personnel matters, materiel, administration, and supply', under the planned reorganization he will be authorized, in his capacity as representative of the Reichs Air Minister, to inspect the troops in connection with any and all aspects.

4. While the State Secretary, in accordance with Directive No. 1600/37, Classified, was assigned the status of 'highest-ranking general in the Luftwaffe' and represented the Reichs Air Minister and Commander in Chief, Luftwaffe, on official occasions when the latter was absent (see also Directive No. 1950/37, to the Chief of the General Staff, Branch 2, dated 1 July 1937), in future he will be considered the highest-ranking officer in the Luftwaffe, after the Reichs Air Minister and Commander in Chief, Luftwaffe, in any and all respects.

5. While the State Secretary, in accordance with Directive No. 1600/37, Classified, Paragraph B, was in charge of an independent agency,

under the planned reorganization he will no longer head an independent agency, but will issue all orders, instructions, directives, and decisions through the General Staff of the Luftwaffe.

II. Chief of the General Staff:

1. While the Chief of the General Staff, in accordance with Directive No. 1600/37, Classified, Paragraph A, was empowered to pass on the tactical and technological requirements established as necessary to the preparation for and conduct of war to the State Secretary and the offices subordinate to him for action, under the planned reorgnization the General Staff becomes the operational staff of the Reichs Air Minister and Commander in Chief, Luftwaffe; in other words, the General Staff will be responsible for preparing the orders and instructions to be forwarded through the Reichs Air Minister and Commander in Chief, Luftwaffe, (or, in his absence, through the State Secretary) to subordinate agencies.

2. While individual office chiefs, according to Directive No. 1600/37, often had authority to decide on matters of fundamental importance to the Luftwaffe, in future, only the Minister (or his deputy, the State Secretary) will be empowered to make such decisions. The operational staff will be responsible for completing the preliminary staff work needed before such decisions can be taken and for preparing the necessary orders and instructions once a decision has been made.

3. While the Chief of the General Staff, in accordance with

Directive No. 1600/37, last paragraph, was to be 'kept informed only of basic policy decisions made by the State Secretary', under the new system he is to be kept regularly and completely informed of basic decisions made in any and all agencies of the Reichs Air Ministry.

4. While the Chief of the General Staff has heretofore been granted the title of 'Commanding General, Luftwaffe' only in case of war, under the new system he will be given this rank during peacetime as well (as is the case with the Chief of the Army General Staff)"⁸⁶

The Chief of the General Staff, Generalleutnant Stumpff, submitted two fairly long memoranda voicing his objections to the suggestions put forward by the State Secretary. General Stumpff's recommendations gave repeated expression to his own basic concepts of top-level military organization:

1. The greater degree of command authority must lie with the Chief of the General Staff in his capacity as the primary military advisor of the Commander in Chief, Luftwaffe. The post of State Secretary, of course, was necessary

86 - We cannot tell whether the projected reorganization was put into effect immediately after publication of the conference report in 1937 or whether it was included in the overall reorganization of the Reichs Air Ministry which became effective on 1 February 1938. In any case, Feldmarschall Milch obviously already considered himself to be Inspector General in 1937 (based on Milch's reply to questions asked by Dr. Richard Suchenwirth during early September 1955).

during peacetime as well as wartime in order to deal with technological and administrative matters in connection with the Luftwaffe and in order to administer the affairs of commercial aviation. It was of the utmost importance that the top-level organizational structure be the same in peacetime and in wartime.

2. All the available troop units, the various inspectorates, the training schools, all the personnel replacement battalions, and the entire supply organization belong under the heading of "instruments of command". The Luftwaffe did not, after all, have an unlimited source of replacement personnel at its command, but was only one part of the Wehrmacht as a whole.

In Stumpff's opinion, the State Secretary should be responsible for the replacement function in the field of technology, i.e. for the development, procurement, initial issue, and continuing supply of materiel. This ought to be his main responsibility, and he could contribute a great deal in the procurement of raw materials and in their subsequent processing. This should be the case in wartime as well as during peacetime.

As far as the rest of the organizational structure was concerned, General Stumpff put forward the following suggestions:

1. The consolidation of all agencies concerned with materiel ~~armament~~ (Technical Office, Administration Office, Luftwaffe Supply Office) under the projected Chief of Air Defense.

2. The consolidation of all the Luftwaffe inspectorates under the projected Inspector General.

3. The assignment of all matters concerning personnel recruitment to the Personnel Office.

General Stumpff went on to point out that the State Secretary, as the permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe,⁸⁷ could hardly be his own subordinate at the same time in his capacity as Chief of Air Defense. Such a situation would inevitably result in a chaotic shifting of responsibilities.

General Stumpff was particularly anxious to have the Technical Office placed under the command of the office of the Chief of Air Defense, which was envisioned as a central clearing-house for all materiel and armament matters. On the other hand, he had "no objections whatsoever to granting the Chief of the Technical Office, Udet, a good deal of authority and a number of personal privileges (such as the right of direct access to the Reichs Air Minister and Commander in Chief, Luftwaffe)". Stumpff's recommendations continue, "the important thing is that the General Staff be given the opportunity to guide the work of the Technical Office, so that materiel and personnel planning can be well coordinated. This is by far the most vital requirement in view of the complexity

87 - General Stumpff apparently expressed no objections to the restoration of Milch's status as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe, or to the restrictions implied in relegating the General Staff to the status of an operational staff for the Commander in Chief, Luftwaffe.

of modern technological equipment, for the best machines are worthless if there are no trained people available to fly them, if there is no one familiar with their maintenance, if spare parts are unobtainable, if there is a shortage in ammunition, or if there is no way of getting hold of aviation gasoline. If the Technical, Administration, and Supply Offices can be brought together under a Chief of Air Defense, then at least everything having to do with materiel can be handled directly by these offices without the necessity of calling upon the Reichs Air Minister and Commander in Chief, Luftwaffe, (or his deputy) and the Chief of the General Staff (as his operational staff) for confirmation each time. There is no reason why such an arrangement should jeopardize in the least the personal independence of any office chief within his own domain".

The integration of the inspectorates into the projected chain of command also gave rise to differences of opinion. The Chief of the General Staff was very much opposed to the State Secretary's proposal that the inspectors be transferred from their present status of subordination to the General Staff Chief and be made subordinate to the new Inspector General, while the inspectorates themselves should be integrated into the General Staff as operational staffs. Stumpff felt that the inspectorate staffs, if they were relieved of operations at troop level,

would tend to identify themselves more and more closely with the General Staff and would have less and less contact with the troops for whom they ostensibly existed⁸⁸.

The suggestions submitted by the State Secretary were obviously aimed at creating an agency empowered to evaluate and criticize, in opposition to the General Staff, the work being done by the various inspectorates. General Stumpff was not in favor of the State Secretary's proposals and offered an alternate suggestion of his own. He proposed the following:

1. Complete freedom for the inspectors ("They can criticize as much as they want to")
2. Restriction of the post of Inspector General to that of an independent inspector for all Luftwaffe matters. He would not be an administrative entity having supervision over all the inspectorates, but would merely be the top-ranking inspector, with no supervisory functions.
3. "At the same time", according to Stumpff, "the inspectors would be in a position to make a valuable contribution as a result of their work with the operational staffs assigned to them. Since these staffs would be directly subordinate to the General Staff - if my suggestion is followed -, the front-line experience of the inspectors could be immediately evaluated and passed on to the General Staff."

88 - Quoted from a letter from the Chief of the Luftwaffe General Staff, No. 23/37, Classified, Branch 2, dated 6 December 1937, addressed to General-oberst Goering.

At the same time, the General Staff Chief was against the total incorporation of the inspectorate staffs without their inspectors into the General Staff itself. He felt that this would represent "an undesirable increase in the size of the General Staff, an increase which would inevitably bring with it the necessity of increased administrative detail and the concomitant danger that the General Staff might be reduced to a slow and ponderous administrative body".

The organization of the schools and personnel replacement battalions was another cause for dissension⁸⁹. The State Secretary recommended that the Inspectorates for Flight Schools (subordinate to the Chief of the General Staff) and the decentralized flight school and battalion headquarters (subordinate to the Air Area Commands in which they were located) be replaced by a central Flight School and Replacement Battalion Command (Kommando der Schulen und Ersatzabteilungen), as had been the case prior to 1 April 1935. The Chief of the General Staff, in turn, substantiated his objections by listing all the weaknesses which had led to the abolishment of a centralized command in the first place. He pointed out that such a step would be a step backwards; in addition, there were simply not enough qualified personnel available to fill a command staff of the necessary size. The State Secretary, who apparently visualized himself as the commander of a sort of top-level

89 - Taken from the letter of 6 December 1937 from the Chief of the General Staff to Generaloberst Goering.

home-front headquarters (as, indeed, he had been in command of the former centralized Flight School Command), refused to back down and pointed out that "there could be no distinction between home front and operational area for the Luftwaffe in case of war." Milch continued, "we must free ourselves of the concepts valid for the Army; they do not apply to the Luftwaffe. The operational area of the German Luftwaffe is all of Germany. And there can be no foreign body inside the operational area of a commanding general; this is as unthinkable as if, for example, there should be a replacement unit stationed inside the operational area of an Army commander but under the command of a home-front headquarters."⁹⁰

In addition the General Staff Chief raised objections to the contemplated change-over from the Inspectorate for Medical Affairs to an "office of the Chief of Medical Affairs, Luftwaffe". His objection was based on the grounds that, since there was no command function involved, the change in title was unwarranted.⁹¹

As concerns the status of the General Staff, General Stumpff had the following to say: "The term 'operational staff of the Reichs Air Minister and Commander in Chief, Luftwaffe' is not to be interpreted to mean that

90 - As a matter of fact, the original system of decentralized Flight School Commands under the jurisdiction of their local Air Area Commands was retained.

91 - The reorganization of 1 February 1938 did change the title from Inspector for Medical Affairs to Chief of Medical Affairs, Luftwaffe; the new Chief, however, like the former inspector, remained directly responsible to the Chief of the General Staff.

the Chief of the General Staff is the supervisor of the Chief of Air Defense or the Chief of the Personnel Office, but simply that he is responsible for putting the orders and instructions of the Reichs Air Minister and Commander in Chief, Luftwaffe, (or his deputy) into official form and disseminating them at his order."

The Chief of the General Staff would never interfere with the work of the Chief of Air Defense or the Chief of the Personnel Office. "Nevertheless, it is clearly his privilege and indeed his duty to assure himself, in peacetime as well as during wartime, that the orders and instructions of the Reichs Air Minister and Commander in Chief, Luftwaffe, concerning materiel and personnel preparations are dealt with properly. No command agency may be permitted to become an end in itself; all must cooperate in attaining the common goal of wartime preparedness. The more imminent the danger of war appears, the more urgent becomes the need for firmness and purposefulness in command; under such circumstances the military organization can no longer afford to tolerate dead wood in any of its command agencies, to say nothing of ^N fiction among them."

4. Referring to his former status, i.e. parallel to the status of the State Secretary, the General Staff Chief observed in his letter of 6 December 1937 to the Commander in Chief, Luftwaffe, that "this parallelism had proved conclusively during the last six months that it

was detrimental to the smooth and effective development of the Luftwaffe.

Instead of a single, uniform command agency, there were two, and the inevitable result was an unhealthy dualism in orders and instructions."

It was Stumpff's opinion that this dualism within the Reichs Air Ministry must be removed at all costs.

As we have seen, General Kesselring's demand that the General Staff Chief be recognized as the sole representative of the Commander in Chief, Luftwaffe, as far as all Ministry offices and all field headquarters were concerned had been refused. General Stumpff, in an attempt to restore some measure of unity to the command function, tried another approach. He wrote as follows: "I have voluntarily bowed to the authority of the State Secretary as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe, in order to assure that there should be only one agency in the Reichs Air Ministry issuing commands." Stumpff continued, observing that he found it "only right and proper that the rest of the Ministry agencies should follow suit and take their places in the over-all organizational structure in accordance with my example" (i.e. full acceptance of the authority of the State Secretary as permanent representative of the Commander in Chief, Luftwaffe.).

In return for his willingness to renounce all claim to an independent role for the General Staff, Stumpff made it a condition that the General Staff be recognized as that agency entrusted with the formulation and issuance of the orders of the Reichs Air Minister and Commander in Chief, Luftwaffe.

Section 8 - Summary of Developments during 1937.

1. The following command agencies and headquarters were set up:
 - a. Air Area Command VII
 - b. Senior Pilot Commander, Air Area Command VII
 - c. Senior Antiaircraft Artillery Commander, Air Area Command VII

Figure 5d presents a graphic summary of the organizational command structure of the Luftwaffe during 1937.

After the central Flight School Command was abolished, the pilot training schools and the personnel replacement battalions were assigned to the Flight School and Replacement Battalion Commands, which in turn were subordinate to the Air Area Commands in which they were located.

The training units were placed under the command of the Senior Commander of Luftwaffe Training Troops (Hoherer Kommandeur der Luftwaffenlehrtruppen).

2. Luftwaffe strength during 1937 was as follows:

- a. 6 close-range reconnaissance group staffs (as of 1 July 1937⁹²)
- b. 17 close-range reconnaissance squadrons
- c. 6 long-range reconnaissance group staffs
- d. 15 long-range reconnaissance squadrons
- e. 1 reconnaissance training group staff with 2 squadrons
- f. 3 single-engine fighter wing staffs (as of 15 March 1937⁹³)

92 - Information pertaining to the reconnaissance forces is based on a study by General Drum, Retired.

93 - Based on a study by General Grabmann, Retired, "Development of the Single-Engine and Twin-Engine Fighter Forces" (Entwicklung der Jagd- und Zerstoererwaffe), 15 December 1955.

- g. 15 single-engine fighter groups
 - h. 10 bomber wing staffs (as of 3 May 1937⁹⁴)
 - i. 30 bomber groups
 - j. 9 dive-bomber wing staffs
 - k. 9 dive-bomber groups
 - l. 4 coastal patrol group staffs⁹⁵
 - m. 10 coastal patrol squadrons
 - n. 1 carrier-based squadron
 - o. 1 carrier-based single-engine fighter squadron
 - p. 1 carrier-based dive-bomber squadron
 - q. 11 antiaircraft artillery regiment staffs (as of 1 October 1937⁹⁶)
 - r. 34 heavy antiaircraft artillery battalions
 - s. 14 antiaircraft artillery cadre batteries
 - t. 17 light antiaircraft artillery battalions
 - u. 1 antiaircraft artillery searchlight battalion
 - v. (antiaircraft artillery training battalions)
3. During 1937, for the first time, the Luftwaffe took part in a large-scale all-Wehrmacht maneuver lasting from 20 through 26 September 1937⁹⁷.

94 - Based on a distribution schedule dated 3 May 1937.

95 - Estimated strength.

96 - Based on information furnished by General von Axthelm, Retired.

97 - Based on German Aviation - Volume for 1938.

Section 9 - Survey of Events during 1938.

1. On 4 February 1938, after dismissing the former Reichs Minister of War and Commander in Chief, Wehrmacht, Generalfeldmarschall von Blomberg, Hitler himself took direct command over the entire German Wehrmacht⁹⁸. A Wehrmacht High Command (Oberkommando der Wehrmacht) was created, in which the Luftwaffe was represented by a group in the Wehrmacht Operations Staff (Wehrmachtfuehrungsstab).
2. On 5 February 1938 Generaloberst Goering, Commander in Chief of the Luftwaffe, was given the rank of Generalfeldmarschall.

98 - According to German Aviation - Volume for 1939, Hitler issued the following order upon assuming command: "From this point on I assume direct personal command over the entire German Wehrmacht. The Wehrmacht Office, Reichs Ministry of War, (Wehrmachtsamt, Reichskriegsministerium) is hereby christened the Wehrmacht High Command and will henceforth be directly responsible to me as my military staff. The former Chief of the Wehrmacht Office is herewith appointed Chief of the Wehrmacht High Command. His rank will be equal to that of a Reichs Minister. The Wehrmacht High Command will assume the responsibilities heretofore entrusted to the Reichs Ministry of War; and the Chief of the Wehrmacht High Command, by my order, will assume the privileges and responsibilities formerly accorded the Reichs Minister of War. The Wehrmacht High Command will, at my order, undertake in peacetime whatever steps may be necessary to assume effective defense of the Reich."

3. On 12 March 1938, Austria was annexed to the Reich and on 16 March the Austrian air forces were officially incorporated into the German Luftwaffe.

4. The contemplated reorganization of the Luftwaffe was carried out and made itself felt not only in the Reichs Air Ministry but also in all command agencies of the Luftwaffe.

Section 16 - The Reorganization of the Reichs Air Ministry in 1938.

1. On 18 January 1938, the Reichs Air Ministry was informed of a reorganization of its peacetime structure and of certain changes to be made in its chain of command⁹⁹. According to the new directive, which was to become effective on 1 April 1938, the Reichs Air Ministry was to consist of the following:

- a. the Reichs Air Minister and Commander in Chief, Luftwaffe, with the State Secretary for Aviation and the Chief of the Luftwaffe General Staff, together with the General Staff
- b. the Ministry Office
- c. the Chief of Air Defense
 - 1) General Air Office
 - 2) Administration Office
 - 3) Luftwaffe Supply Office

99 - Directive issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Chief of the General Staff, Branch 2, No. 200/38, Classified dated 18 January 1938; Microfilm roll M#5.

- d. the Inspector General, Luftwaffe, with all the inspectorates under his supervision
- e. the Technical Office
- f. the Luftwaffe Personnel Office
- g. the Central Branch
- h. the Luftwaffe General, Commander in Chief, Army.

Figure 6 presents a graphic survey of the organizational structure of the Reichs Air Ministry in 1938.

2. The duties of the Reichs Air Minister and Commander in Chief, Luftwaffe, were as follows:

- a. The Reichs Air Minister and Commander in Chief, Luftwaffe, was in command of the Reichs Air Ministry and of the Luftwaffe.
- b. The State Secretary was appointed the representative of the Reichs Air Minister and Commander in Chief, Luftwaffe. He was authorized to sign official documents "for" the Reichs Air Minister and Commander in Chief, Luftwaffe. He and his staff belonged officially to the office of the Reichs Air Minister and Commander in Chief, Luftwaffe.
- c. The Chief of the General Staff was the first and foremost advisor to the Reichs Air Minister and Commander in Chief, Luftwaffe, in all matters pertaining to military preparedness, operations, organization, and training. The Luftwaffe General Staff was to serve as the operational staff of the Reichs Air Minister and Commander in Chief, Luftwaffe.
- d. The office of Reichs Air Minister and the office of the Commander in Chief, Luftwaffe, were designated officially as one and the same.

e. The Reichs Air Minister and Commander in Chief, Luftwaffe, was the highest-ranking commander of the Luftwaffe. He represented the highest command and administrative agency and was entrusted with direct command authority over all individual members as well as units of the Luftwaffe.

f. He was responsible for issuing orders and instructions pertaining to the further development of the Luftwaffe and to personnel, materiel, and industrial preparations for such development. He retained the right of decision in all matters of fundamental policy.

g. He was in charge of all matters concerning Germany's air sovereignty. He was in charge of the Reichs Weather Service.

h. The Reichs Air Minister and Commander in Chief, Luftwaffe, was represented by the State Secretary for Aviation, who received his instructions directly from the former.

The officers listed in i, below, (with the exception of the Chief of the Ministry Office) were required to inform the State Secretary in advance of the subject of any conferences they ~~might~~ wish to have with the Reichs Air Minister and Commander in Chief, Luftwaffe.

i. The following officers were directly subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe, and had the right of direct access to him:

- 1) Chief of the Ministry Office
- 2) Chief of the Central Branch
- 3) Chief of the Luftwaffe General Staff
- 4) Chief of Air Defense
- 5) Chief of the Technical Office
- 6) Chief of the Luftwaffe Personnel Office
- 7) Inspector General, Luftwaffe
- 8) Commanding General and Commander of an Air Area
- 9) Senior Commander of the Luftwaffe Training Troops
- 10) Commander of the National Socialist Air Corps (Nationalsozialistisches Fliegerkorps)
- 11) President of the Reichs Air Defense Association (Reichsluftschutzbund)
- 12) Leader of the Luftwaffe Association (Luftwaffenbund)

3. The duties of the Chief of the General Staff were as follows:

a. The Luftwaffe General Staff and its Chief formed the operational staff of the Reichs Air Minister and Commander in Chief, Luftwaffe.

The Chief of the General Staff was the first and foremost advisor of the Reichs Air Minister and Commander in Chief, Luftwaffe, in all matters pertaining to preparations for air ~~air~~ warfare.

He had the rank of a Commanding General, Luftwaffe, and was directly responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe.

b. In accordance with instructions received from the Reichs Air Minister and Commander in Chief, Luftwaffe, the Chief of the General Staff formulated and issued orders and instructions pertaining to the expansion of the Luftwaffe and its preparations for war. He was authorized to sign such orders and instruction "by order of" the Reichs Air Minister and Commander in Chief, Luftwaffe. The General Staff Chief had no direct command authority over the troops.

c. The Chief of the Luftwaffe General Staff was the supervisor of the General Staff, the commanding officer of all the members of the General Staff ~~Officers~~ assigned to positions in the field, and of all officers temporarily detached to the General Staff for training purposes. The Chief of the General Staff presented his recommendations regarding the selection, appointment, and utilization of such personnel to the Reichs Air Minister and Commander in Chief, Luftwaffe. He was responsible for the further training of these men within the framework of war games, maneuvers, etc. His authority over the officers assigned to positions among the troops had no influence, of course, upon their status in connection with their own immediate superiors.

The Chief of the General Staff was to be consulted in connection with appointments to important command positions within the Luftwaffe.

d. The Chief of the General Staff had the right to participate in all policy conferences held by the Reichs Air Minister and Commander in Chief, Luftwaffe, or by the State Secretary for Aviation, as the latter's representative.

The Chief of the General Staff was to be kept continually and fully informed of all fundamental policies, particularly in connection with military preparedness and armament, decided upon by those agencies of the Reichs Air Ministry which were directly subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe, (Chief of Air Defense, Chief of the Technical Office, Chief of the Luftwaffe Personnel Office, the Inspector General, Luftwaffe).

In the event that his recommendations are disapproved, the General Staff Chief was authorized to request a final decision from the Reichs Air Minister and Commander in Chief, Luftwaffe, or from the State Secretary for Aviation as his permanent deputy.

- e. The Chief of the Luftwaffe General Staff was authorized to inspect the operations of any and all Luftwaffe units.
- f. The following agencies were directly subordinate to the Chief of the General Staff:
 - 1) the Luftwaffe General Staff
 - 2) the Chief of the Luftwaffe Signal Communications Forces
 - 3) the Chief of Medical Affairs (formerly the Inspectorate for Medical Affairs)
 - 4) outside the Reichs Air Ministry:
 - a) the Air War Academy, including its "Technical Department" (Technischer Teil der Luftkriegsakademie), formerly the Air Technical Academy

b) the Advanced Luftwaffe Schools

4. The Luftwaffe General Staff was made up of the following:

a. Chief Group

b. Operations Staff

1) Branch 1 (Operations)

2) Branch 5 (Foreign Air Forces)

3) Topography Group

c. Quartermaster General

1) Group I (Supply Organization and Planning)

2) Group II (Armament Requirements) (1 July 1938)

d. Organization Staff

1) Branch 2 (Organization)

2) Branch 4 (Personnel Strength and Equipment Authorization)

e. Training Staff (1 October 1938)

1) Branch 3 (Training)

2) Branch 6 (Military History) (1 October 1938)

3) Air Landing and Parachute Forces (Luftlande- und Fallschirmtruppe)

(1 June 1938¹⁰⁰)

100 - Based on information provided by General Bassenge, Retired (former Chief of the Air Landing and Parachute Forces Branch), and on a distribution schedule dated 1 December 1938.

4) Chief of the Training Staff (who was simultaneously Chief of Branch 3).

Figure 6a provides a graphic presentation of the organization of the Luftwaffe General Staff in 1938.

5. Effective 1 January 1938, the Operations Branch assigned target identification (formerly its Group II) to Branch 5 (Foreign Air Forces), which left Branch 1 (Operations) with only the following:

a. Group I (Operations)

b. Group III (Tactical and Technological Requirements)

c. To replace the old Group II, a new one was created to deal with the evaluation of tactical experience¹⁰¹. Its mission was the evaluation of experience in the field of tactics gathered by the various inspectorates, which were now under the command of the Inspector General, Luftwaffe.

Figure 6b provides a graphic summary of the organizational structure of Branch 1 during 1938.

6. Effective 1 January 1938, Branch 5 (Foreign Air Forces) added the following missions to those it already had¹⁰²:

a. Evaluation of foreign armament potential

b. Evaluation of the degree of vulnerability to air attack of foreign nations

c. Evaluation of foreign armament activity in comparison to the stage attained by Germany

101 - The actual date on which this new Group II was established is open to question. It appears for the first time in an official distribution schedule dated 1 December 1938. General Schmid, Retired, and Admiral Moessel, Retired, both of whom were assigned to the Luftwaffe Operations Staff, confirm the existence of the new Group.

102 - Based on information furnished by General Schmid, Retired, (former Chief of Branch 5).

d. Distribution of assignments and evaluation of results achieved in the following activities:

- 1) aerial photography
- 2) counter-intelligence
- 3) attaché activities
- 4) press and propaganda
- 5) radio monitoring services
- 6) prisoner interrogation (during wartime)

e. Target identification

f. Added duties in case of mobilization:

- 1) supervision of the aircraft reporting service
- 2) evaluation of the air situation
- 3) supervision of civil air defense activity.

g. Branch 5 was composed of the following:

- 1) Group I (collation and compilation of material; aircraft reporting service and evaluation of the air situation during wartime)
- 2) Group II (the West: Romance countries)
- 3) Group III (the West: Anglo-Saxon countries and South America)
- 4) Group IV (the East: Slavic countries)
- 5) Group V (aerial photography)

Target identification activity was broken down according to the countries involved and assigned to Group II, III, or IV, as appropriate.

Figure 6c provides a graphic summary of the organization of Branch 5 during 1938.

7. On 1 October 1938, Branch 6 (Military History) came into being, organized from the former Military History Branch, Luftwaffe, originally outside the Reichs Air Ministry¹⁰³. Branch 6 consisted of the following:
- a. Group I (Evaluation and interpretation)
 - b. Group II (central group)
 - c. Military History Research Group (Kriegsgeschichtliche Forschungsgruppe), outside the Ministry
 - d. Air Archives (Luftarchiv), outside the Ministry

Figure 6d provides a graphic summary of the organizational structure of Branch 6 during 1938.

8. The Air Landing and Parachute Forces Branch was created on 1 June 1938¹⁰⁴. Its missions were as follows:

- a. Activation of air landing and parachute forces for both the Army and the Luftwaffe, including preparation of personnel strength and equipment authorization tables, employment guidelines, training directives, etc.
- b. Supervision of the parachute training courses held at the Parachute School in Stendal
- c. Publication of guidelines for the development of paratrooper equipment (including specialized weapon types)
- d. Training of elements of the Army's 22d Division as air

103 - Based on "Establishment and Development of the Luftwaffe Military History Branch", Microfilm roll No. 15.

104 - Based on information provided by General Bassenge, Retired (former Chief of the Air Landing and Parachute Forces Branch).

landing forces (together with the Army Inspectorate for Infantry Forces (Inspekteur der Infanterie))

e. Equipping and training the Luftwaffe air transport units for their role in connection with the employment of air landing and parachute forces.

f. Organization, equipping, and training of the SA-Standarte Feldherrnhalle units as air landing forces.

The staff of the Air Landing and Parachute Forces Branch worked in close coordination with Branch 3. Its chief received his instructions directly from the Chief of the General Staff and had the right of direct access to the latter.

9. The office of the Chief of Luftwaffe Signal Communications grew out of the former Branch 7. The newly-created office consisted of the following^{105:}

- a. Staff Group (Referat beim Stabe)
- b. Central Group
- c. Wire Communications Branch
- d. Radio Communications Branch
- e. Luftwaffe Signal Construction Staff.

Figure 6e presents a graphic summary of the organization of this office during 1938.

The Signal Communications Branch, Office of the Commander in Chief, Luftwaffe, was subordinate to the Chief of Luftwaffe Signal Communications.

10. Effective 1 February 1938, the office of the Chief of Air Defense officially came into being. Its missions were the following:

- a. The Chief of Air Defense was directly subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe, and had the rank of a

105 - Based upon the directive from the Luftwaffe Personnel Office, No. 7440/38, Classified, I, B, 2, dated 1 July 1938.

Commanding General, Luftwaffe. The following agencies were directly responsible to the Chief of Air Defense:

- 1) Chief of the General Air Office
- 2) Chief of the Administration Office
- 3) Chief of the Supply Office

b. In accordance with general instructions issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, the Chief of Air Defense was responsible for the financial aspects of Luftwaffe armament in peacetime as well as during wartime, for equipment, clothing, billeting, and food, and continual supply services for equipment, weapons, and ammunition. He maintained liaison activity with other Wehrmacht agencies in connection with the above responsibilities and was in charge of presenting Luftwaffe requirements to them.

c. He exercised general supervision over civilian air defense activity, commercial aviation, its ground organization, and the measures taken to promote flight safety. He concerned himself with Germany's air sovereignty rights "by order of the Reichs Air Minister and Commander in Chief, Luftwaffe".

11. The organizational structure of the offices under the command of the Chief of Air Defense either remained the same or underwent only minor alterations.

12. The office of the Chief of Civil Air Defense (formerly the Civil Air Defense Branch, Inspectorate for Antiaircraft Artillery and Air Defense) was made subordinate to the Chief of the General Air Office.

13. The office of the Inspector General of the Luftwaffe was established on 1 February 1938. Its missions were the following:

- a. The Inspector General, Luftwaffe, was directly subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe, and had the rank of a Commanding General, Luftwaffe. The Luftwaffe inspectors were directly subordinate to the Inspector General.
- b. The Inspector General, Luftwaffe, was authorized to inspect Luftwaffe troops in connection with any and all aspects of their service.
- c. The Inspector General, Luftwaffe, was expected to add his comments and suggestions to all reports submitted by the Luftwaffe inspectors.
- d. The Inspector General, Luftwaffe, was authorized to inspect Luftwaffe troops at all echelons and in all respects. During inspection tours he ranked immediately ahead of the Commanding General of an Air Area.

14. The Luftwaffe Inspectorates:

- a. The following inspectorates were established effective 1 February 1938:
 - 1) Inspectorate for Signal Communications Services, Luftwaffe
Inspectorate No. 7
 - 2) Inspectorate for Luftwaffe Education and Training (Inspektion des Erziehungs- und Bildungswesens der Luftwaffe), Luftwaffe
Inspectorate No. 10, at the same time Command Headquarters, Air Warfare Schools (Kommando der Luftkriegsschulen)
- b. At the same time, the following titles for the

various inspectorates became effective:

- 1) Inspectorate for Aerial Reconnaissance and Aerial Photography (No. 1)
 - 2) Inspectorate for Bomber Forces (No. 2)
 - 3) Inspectorate for Fighter Forces (No. 3)
 - 4) Inspectorate for Antiaircraft Artillery (No. 4)
 - 5) Inspectorate for Flight Safety and Equipment (No. 5)
 - 6) Inspectorate for Motor Vehicles (No. 6)
 - 7) Inspectorate for Signal Communications Services (No. 7)
 - 8) Inspectorate for Naval Air Forces (No. 8)
 - 9) Inspectorate for Pilot Training Schools (formerly Inspectorate for Schools) (No. 9)
 - 10) Inspectorate for Luftwaffe Education and Training (No. 10)
- c. The Luftwaffe inspectors were responsible personally and in respect to their inspection activity and reports to the Inspector General, Luftwaffe. They utilized the services of the inspectorates in the compilation of such reports.

The inspectorates were also subordinate to the Luftwaffe General Staff. As a result, they were directly responsible to the Chief of the General Staff for reports concerning training, organization, equipment supply, armament, etc. within the Luftwaffe.

d. The former Inspectorate for Medical Affairs was changed to the office of the Chief of Luftwaffe Medical Affairs (Chef des Sanitätswesens der Luftwaffe); the Chief himself, as had been the case so far, continued to be directly responsible to the Chief of the General Staff.

15. The Chief of the Technical Office; his missions were as follows:

- a. The Chief of the Technical Office was directly subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe.
- b. In accordance with general instructions issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, the Chief of the Technical Office was in charge of the procurement of equipment as well as of the industrial aspects of Luftwaffe armament.
- c. Coordinating his activity with that of the appropriate research institutes, of industry and of the Army Ordnance Office, the Chief of the Technical Office was in charge of research and development of aircraft equipment, as well as of the testing of new equipment.
- d. On the basis of the requirements schedules he received, the Chief of the Technical Office was responsible for the procurement of the equipment, weapons, and ammunition needed by the Luftwaffe in the event of a long-term war. In accordance with wartime supply estimates, he was responsible for supervising and directing the buildup of the Luftwaffe armament industry to the level adjudged mandatory for wartime requirements. He was responsible for securing the necessary factory space, raw

materials, and labor force in case of war (in coordination with the Wehrmacht Office, Military Economics Staff (Wehrmachtswirtschaftsstab)).

e. In accordance with instructions received from the Reichs Air Minister and Commander in Chief, Luftwaffe, the Chief of the Technical Office controlled the export of aircraft equipment on the part of German industry.

16. During the period 28 March through 9 May 1938, the Luftwaffe Technical Office was subjected to thoroughgoing reorganization.

a. Instead of the horizontal organization previously existing between the development and procurement branches, Branches 1 through 13 were created, in each of which the development and procurement functions were coupled.

b. The Luftwaffe Testing Station, physically located outside the Reichs Air Ministry, was made subordinate to the Chief of the Technical Office.

Figure 6f presents a graphic summary of the organizational structure of the Luftwaffe Technical Office during 1938.

17. The Chief of the Luftwaffe Personnel Office was made directly responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe.¹⁰⁹.

106 - Based on the notes and reports of General Hertel, Engineer Corps, Retired (formerly assigned to the Technical Office).

107 - There is no description of duties available for the Chief of the Luftwaffe Personnel Office. According to German Aviation - Volume for 1938, he was in charge of the personnel administration of officers, enlisted personnel, civilian officials, clerical personnel, and laborers.

18. The Chief of the Central Branch was directly subordinate to the Reichs' Air Minister and Commander in Chief, Luftwaffe.

The Central Branch consisted of the following subdivisions¹⁰⁸:

- a. Judge Advocate Group
- b. Attaché Group
- c. Press Group
- d. Ministry Office Chief (Ministerialbüroodirektor)
- e. Headquarters Commandant, Reichs Air Ministry

Figure 6g presents a graphic summary of the organizational structure of the Central Branch during 1938.

Section 11 - Summary of Developments during 1938.

1. On the basis of the planning for the annexation of Austria during 1937 and, later, on the basis of the operational experience gained during that action, the command organization of the German Luftwaffe was reorganized and expanded to allow for Austria's air personnel.

- a. Instead of the seven Air Area Commands, the following subdivision was approved:
 - 1) three Luftwaffe Group Commands (Luftwaffengruppenkommandos)
(East, West, South)
 - 2) three Luftwaffe Commands (East Prussia, Austria, Sea)
 - 3) ten Air District Commands (Luftgaukommandos) (formed by the reorganization and consolidation of existing smaller Air District Commands).

108 - Based on German Aviation - Volume for 1938.

The Luftwaffe Group Commands and the Luftwaffe Commands represented the top-ranking Luftwaffe headquarters within their respective areas.

b. In accordance with instructions received from their superior Luftwaffe Group Commands or Luftwaffe Commands, the Air District Commands were responsible for the following activities within their respective areas: air defense (antiaircraft artillery, single-engine fighter aircraft units, supervision of civil air defense operations), ground organization operations, supply, signal communications, administration, and medical affairs.

With the assignment of the antiaircraft artillery units to the Air District Commands, the position of Senior Antiaircraft Artillery Commander was abolished.

In those geographical areas particularly vulnerable to air attack, Luftwaffe Air Defense Commands (Luftverteidigungskommandos) were set up, each under the supervision of its respective Air District Command.

c. The former Senior Pilot Commanders were replaced by six Air Division Commands (Kommando einer Fliegerdivision).

Each Air Division was made up of reconnaissance, bomber, dive-bomber, and twin-engine fighter units.

d. The former Paratrooper Command (Kommando der Fallschirmtruppe) was reorganized into the Command, 7th Air Division, while the office of the Senior Command, Luftwaffe Training Forces (Hoheres Kommando der Luftwaffe Lehrtruppe) was replaced by the Luftwaffe Training Division Command (Kommando der Luftwaffe Lehrdivision).

e. An Air Defense Command, West (Kommando der Luftverteidigungszone West) was established to direct the construction of air defense facilities

along the West Wall and to supervise the work of the forces assigned there. The newly created office of the Senior Commander, Antiaircraft Artillery Fortifications III (Hoherer Kommandeur der Festungsflakartillerie III) was placed under the command of the Air Defense Command, West.

Figure 6h presents a graphic summary of the organization^{al} structure of the Luftwaffe command apparatus during 1938.

2. Certain elements of the Luftwaffe were called into action during the annexation of Austria (March 1938) and during the occupation of the Sudetenland in October 1938.

3. By the end of 1938, the Luftwaffe had pretty nearly reached its peacetime high-point in personnel strength. It was made up approximately of the following:

- a. 13 reconnaissance group staffs¹⁰⁹
- b. 20 close-range reconnaissance squadrons
- c. 19 long-range reconnaissance squadrons
- d. 5 single-engine fighter wing staffs¹¹⁰
- e. 23 single-engine fighter groups
- f. 14 bomber wing staff¹¹¹
- g. 30 bomber groups
- h. 1 dive-bomber wing staff¹¹¹
- i. 9 dive-bomber groups
- j. 5 coastal patrol group staffs
- k. 8 all-purpose squadrons
- l. 6 reconnaissance squadrons (Sea)

109 - The statistics on the aerial reconnaissance forces are based on a study by General Drum, Retired.

119-a

- 110 - The statistics on the single-engine fighter forces are based on "The Development of The Single-Engine and Twin-Engine Fighter Forces", by General Grabmann, Retired, 15 December 1955.
- 111 - The figures given for the bomber, dive-bomber, and coastal patrol forces are based on their strength as of 1 June 1939 (Quartermaster General, Branch 2, No. 900/39, Classified).
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120

- m. 2 carrier-based squadrons
- n. 2 ship-based squadrons
- p. 20 antiaircraft artillery regiment staffs¹¹²
- p. 46 heavy antiaircraft artillery battalions
- q. 14 permanent antiaircraft artillery batteries
- r. 14 light antiaircraft artillery battalions
- s. 5 fortifications antiaircraft artillery battalions
- t. 16 antiaircraft artillery searchlight battalions
- u. 1 antiaircraft artillery training battalion

Section 12 - The Organizational Structure of the Reichs Air Ministry during
1939.

1. Effective 1 February 1939, the Reichs Air Ministry was subjected to partial reorganization, whereby certain fundamental features of the organizational structure of 1938 were retained. The changes brought about by the 1939 reorganization were as follows¹¹³:

- a. The relationships existing among the top-level posts were altered
- b. Changes were made in the following positions:
 - 1) Chief of the General Staff
 - 2) Chief of Air Defense
 - 3) Central Branch
- c. The following agencies were newly created:
 - 1) Luftwaffe Commission (Luftwaffe Kommission)
 - 2) Chief of Flight Safety (Chef fuer Flugsicherheit)

112 - The figures pertaining to the antiaircraft artillery forces are those applicable as of 15 November 1938, according to information received from General von Axthelm, Retired.

120-a

113 - Directive No. 50/39, issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, under date of 23 January 1939. In addition to a rough organizational outline, this directive contains instructions of an organizational nature which were to be incorporated into the new field directives. The field directives themselves are no longer available for reference.

- 3) Chief of Supply and Procurement
- 4) Chief of Training
- 5) Luftwaffe General, Commander in Chief, Navy
- 6) Luftwaffe Inspectorates
 - a) No. 11 (Air Landing and Parachute Forces)
 - b) No. 12 (Navigation, Instrument Flight, Meteorology)
(Navigation, Blindflug und Wetter)
 - c) No. 13 (Civil Air Defense)
 - d) No. 14 (Medical Affairs)

2. Once the reorganization had been carried out, the Reichs Air Ministry was made up of the following:

- a. Reichs Air Minister and Commander in Chief, Luftwaffe
- b. State Secretary for Aviation and Inspector General, Luftwaffe
- c. Ministerial Office
- d. Luftwaffe Commission
- e. Chief of Flight Safety
- f. Chief of the Luftwaffe General Staff, together with the General Staff
- g. Chief of Supply and Procurement
 - 1) Technical Office
 - 2) Supply Office
 - 3) Industrial Economics Group (Amtsgruppe Industriewirtschaft)

h. Chief of Air Defense

1) General Air Office

2) Administration Office

3) Personnel Office

i. Chief of Training

1) Luftwaffe Inspectorates

j. Central Branch

k. Chief of Signal Communications

l. Luftwaffe General, Commander in Chief, Army (simultaneously Inspector of the Army Air Forces (Inspekteur der Heeresflieger))

m. Luftwaffe General, Commander in Chief, Navy (simultaneously Inspector of the Naval Air Forces (Inspekteur der Marineflieger))

Figure 7 presents a graphic survey of the organizational structure of the Reichs Air Ministry during 1939.

3. Since the negotiations relative to a reorganization of the top-level command failed to bring about an acceptable solution, General Stumpff, Chief of the General Staff, elected to resign from his post. He was subsequently appointed Chief of Air Defense.

Colonel Jeschonnek, former Chief of the Operations Staff, was named to succeed General Stumpff as General Staff Chief. Jeschonnek's appointment became effective on 1 February 1939.

4. The responsibilities of the State Secretary and the Chief of the General Staff were established as follows:

- a. The State Secretary for Aviation was at the same time Inspector General, Luftwaffe (although the Luftwaffe Inspectorates were not under his command). He served as deputy to the Commander in Chief, Luftwaffe; his own deputy was the Chief of Air Defense.
- b. The Chief of the Operations Staff was automatically Chief of the Luftwaffe General Staff. The office of the Quartermaster General was subordinate to the Operations Staff Chief, as were all the General Staff branches.

The Chief of the Luftwaffe General Staff was responsible to the Commander in Chief, Luftwaffe, in all matters having to do with operations and in connection with all orders and instructions of operational nature issued to the troops. The General Staff Chief was required to keep the Commander in Chief, Luftwaffe, informed of operational activities at all times. After submission of his reports to the Commander in Chief, Luftwaffe, he was required to inform the State Secretary of general developments. In all matters, other than operational, the Chief of the General Staff submitted his reports to the Commander in Chief, Luftwaffe, through the State Secretary, as the latter's representative. In the event that the Chief of the General Staff and the State Secretary should be of differing opinion on any subject, they discussed the matter together with the Commander in Chief, Luftwaffe.

The Chief of the Luftwaffe General Staff determined the appointment of officers to the General Staff itself as well as to other key positions reserved for General Staff officers. The General Staff Chief also had a voice in the selection of officers for attaché positions and was permitted to express any objections or reservations he might have; his reservations were passed on to the

123-a

Commander in Chief, Luftwaffe, by the Chief of the Luftwaffe
Personnel Office. The General Staff, in close coordination with

the Central Branch, was responsible for technical supervision of the air attaches.

5. The Luftwaffe Commission was established on 1 February 1939. It was its primary responsibility to evaluate organizational effectiveness in all fields of Luftwaffe activity and to present any recommendations it might find necessary.

The President of the Luftwaffe Commission was directly responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe.

6. The office of the Chief of Flight Safety, expanded to include the section in charge of air accident investigation, was another of the newly-created agencies. It came into being as a result of the need to remove the air accident section from Luftwaffe Inspectorate No. 5 and to transfer it (since the ultimate action involved was nearly always disciplinary in nature) to the supervision of the Air Fleet Commands (Luftfottenkommandos). In addition, Luftwaffe Inspectorate No. 5 was becoming more and more deeply involved with the day-by-day administration and maintenance of the troops, and was quite willing to pass on air accident investigations to another agency.¹¹⁴.

The Chief of Flight Safety was directly responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe.

7. The Luftwaffe General Staff was reduced in size and restricted to those missions directly connected with the operational command function. The following agencies, theretofore subordinate to the Chief of the General Staff, were removed from his authority and reassigned as indicated:

- a. Branch 4 (reassigned as Strength and Equipment Authorization Branch to

114 - Based on information given by General Fink, Retired (former Chief of Luftwaffe Inspectorate No. 5).

- the newly-established office of the Chief of Training)
- b. the Air Landing and Parachute Forces Staff (reassigned to the office of the Chief of Training as Luftwaffe Inspectorate No. 11)
- c. the Military History Branch (reassigned to the Air War Academy¹¹⁵)
- d. the office of the Chief of Signal Communications (the Chief of Signal Communications was simultaneously made Chief of Luftwaffe Inspectorate No. 7 and made directly responsible to the State Secretary and Inspector General, Luftwaffe)
- The only connection left between the Chief of the General Staff and the Chief of Signal Communications was in the form of a single liaison officer assigned to Branch 1 of the General Staff.
- e. the office of the Chief of Medical Affairs (reassigned to the office of the Chief of Training as Luftwaffe Inspectorate No. 14)

After completion of the reorganization, the following agencies were still subordinate to the Chief of the General Staff:

- a. Chief Group
b. Branch 1 (Operations

Branch 5 (Foreign Air Forces)

Branch 3 (Tactical Training)

These three branches formed the so-called Operations Staff.

- c. Office of the Quartermaster General, comprising the following:

Branch 2 (Organization)

Branch 4 (Supply and Logistics) (formerly Quartermaster General,

Branch I)

Branch 6 (Armament Activities) (formerly Quartermaster General,

Branch II)

115 - Based on "Establishment and Development of the Luftwaffe Military History Branch", Microfilm roll No. 15.

d. (outside the Reichs Air Ministry)

Air War Academy and Advanced Luftwaffe School (technical supervision only¹¹⁶)

Figure 7a presents a graphic summary of the organizational structure of the General Staff during 1939.

8. Internal Changes in the General Staff.

a. the Topography Group, previously directly subordinate to the Chief of the Operations Staff, was made a part of Branch 1. Group III (Tactical and Technological Requirements) was rechristened Group I and made directly responsible to the Chief of the General Staff.

Figure 7b presents a graphic summary of the organization/structure of Branch I during 1939.

b. Branch 5 (Foreign Air Forces) was augmented by the following agencies, which were taken over from the Central Branch during the summer of 1939:

Group VI (Press Affairs, Censorship)

Group VII (Administration of Foreign and German Air Attachés)

Figure 7c presents a graphic summary of the organizational structure of Branch 5 during 1939.

c. Branch 3 (Training), after relinquishing its supervision of organized school training to the Chief of Training, was restricted to the directing

116 - It is reasonable to assume that the two commanders, by reason of their rank (which was far higher than that of the new General Staff Chief), were personally responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe.

of tactical training.

- d. Branch 2 (Organization) gave up its role in determining the organization of the Reichs Air Ministry to the Central Branch.
- e. The former Organization and Training Staffs were abolished.

Figure 7d presents a graphic summary of the organizational structure of the Luftwaffe Military History Branch during 1939¹¹⁷.

9. The office of the Chief of Luftwaffe Supply and Procurement was officially established on 1 February 1939. The following agencies were made subordinate to the newly-created office:

- a. All those staff sections concerned with special projects.
- b. The Technical Office
- c. The Supply Office (formerly under the command of the Chief of Air Defense)
- d. The Industrial Economics Group, made up of elements of the Technical Office and the Administration Office.

Under the new organizational plan, the Chief of Luftwaffe Supply and Procurement was in charge of all aspects of materiel armament.

The Chief of Luftwaffe Supply and Procurement was simultaneously the Chief of the Technical Office.

117 - Based on "Establishment and Development of the Luftwaffe Military History Branch", Microfilm roll No. 15.

Figure 7e presents a graphic summary of the organizational structure of the Office of the Chief of Luftwaffe Supply and Procurement during 1939¹¹⁸.

10. Effective 1 February 1939, the following agencies were made subordinate to the Chief of Air Defense:

- a. the General Air Office
- b. the Administration Office
- c. the Personnel Office (formerly under the immediate supervision of the Reichs Air Minister and Commander in Chief, Luftwaffe)

As a result of this change-over, the Chief of Air Defense took charge of all Luftwaffe personnel administration. As far as officer appointments and promotions were concerned, however, the Chief of the Luftwaffe Personnel Office was directly responsible to the Reichs Air Minister and Commander in Chief, Luftwaffe.

Figure 7f presents a graphic summary of the organizational structure of the Luftwaffe Personnel Office during 1939¹¹⁹.

11. Effective 1 February 1939, the office of the Chief of Training was created to take the place of the former Inspector General, Luftwaffe (which title was taken over by the State Secretary of Aviation). The newly-created office was composed of the following:

- a. Training Branch
- b. Training Directives and Instructional Aids Branch
- c. Strength and Equipment Authorization Branch (formerly Branch 4, Luftwaffe General Staff). Although subordinate to the office of the Chief of Training, this branch operated

118 - Based on notes and reports kept by General Hertel, Engineer Corps, Retired.

119 - Based on information provided by Colonel Koester, Retired.

in accordance with instructions issued by Branch 2, Office of the Quartermaster General

d. Aerial Photography Branch (formerly assigned to Luftwaffe Inspectorate No. 1)

e. The Luftwaffe Inspectors were subordinate to the Chief of Training

12. Luftwaffe Inspectorates

a. See 13, below, in regard to the reorganization of Luftwaffe Inspectorates No. 1 (reconnaissance forces) and No. 8 (naval air forces) in connection with the position and authority granted to the Luftwaffe General, Commander in Chief, Navy

b. As of 1 April 1939, the following Luftwaffe Inspectorates were in existence:

- 1) Luftwaffe Inspectorate No. 1 (reconnaissance forces)
- 2) Luftwaffe Inspectorate No. 2 (bomber and dive-bomber forces)
- 3) Luftwaffe Inspectorate No. 3 (single-engine, twin-engine, and ground support forces)
- 4) Luftwaffe Inspectorate No. 5 (flight safety and equipment)
- 5) Luftwaffe Inspectorate No. 6 (motor vehicles)
- 6) Luftwaffe Inspectorate No. 7 (signal communications)
- 7) Luftwaffe Inspectorate No. 8 (naval air forces)
- 8) Luftwaffe Inspectorate No. 9 (pilot schools)
- 9) Luftwaffe Inspectorate No. 10 (Luftwaffe education and training)
(at the same time, Command Headquarters, Air War Academies)
- 10) Luftwaffe Inspectorate No. 11 (air landing and parachute forces)
- 11) Luftwaffe Inspectorate No. 12 (navigation, instrument flight, and meteorology)

130

12) Luftwaffe Inspectorate No. 13 (civil air defense) (formerly under the office of the Chief of Air Defense)

13) Luftwaffe Inspectorate No. 14 (medical affairs) (formerly called office of the Chief of Medical Affairs)

c. The Inspectors had the right to inspect the activities of the troop units and of the schools.

d. Luftwaffe Inspectorate No. 6, Motor Vehicles, was subjected to reorganization on 9 June 1939¹²⁰. In accordance with his newly-assigned duties, the Chief of Luftwaffe Inspectorate No. 6 had the following responsibilities:

1) those responsibilities specified by the general order concerning Luftwaffe Inspectorate, dated 1 February 1939¹²¹:

a) maintenance and supervision of Luftwaffe motor vehicle schools

b) maintenance and supervision of motor vehicle courses

c) maintenance and supervision of motor vehicle training at all Luftwaffe echelons

2) over-all responsibility for all questions pertaining to motor vehicle transport within the Luftwaffe

3) over-all responsibility for driving as a sport within the Luftwaffe, including representation of the Luftwaffe in the event of differences of opinion with other Wehrmacht branches.

120 - Directive issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Central Branch, No 1330/39, Classified, dated 9 June 1939.

121 - Based on an excerpt from the directive cited in Footnote 120.

4) the following agencies are directly subordinate to the Chief,

Luftwaffe Inspectorate No. 6:

- a) the Luftwaffe Motor Vehicle Equipment Inspector (Kraftfahrgeraeteinspizient der Luftwaffe)
- b) the Luftwaffe Group (Gruppe Luftwaffe), assigned to the Commander in Chief, Army, as Inspectorate No. 6

The Luftwaffe Inspectorate No. 6 consisted of the following subdivisions¹²²:

Staff I: Motorization

General questions dealing with motorization

Advisory function in connection with organization (exclusive of supply)

Tactical questions in connection with motor vehicle services

Supervision of motor vehicle spare-parts depots (by order of the Quartermaster General)

Estimation of motor vehicle requirements and establishment of the reserve personnel contingent needed in the event of mobilization (together with the Quartermaster General and the Luftwaffe Personnel Office)

Review of over-all Luftwaffe strength authorization tables in order to establish requirements for motor vehicle equipment and personnel

Staff II: Internal Administration

Personnel matters (in connection with personnel assigned to Luftwaffe Inspectorate No. 6)

Counter-intelligence

Group III: Motor Vehicle Operation Training

Training of drivers and maintenance personnel at troop level

131-a

Supervision of training schedules, courses, and administration of Driver Training Schools (Kraftfahrschulen)

122 - The following is a brief summary of the duty and position rosters set up for the Luftwaffe Inspectorate No. 6, based on the Directive issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Central Branch, No. 1330/39, Classified, dated 9 June 1939.

132

Development of Training directives and instructional aids

Supervision of the activities of Luftwaffe driving sport
enthusiasts

Administration and further training of civilian technicians
assigned to the Luftwaffe motor vehicle services

Supervision of motor vehicle supply depots

Staff IV: Administration

Procurement of special clothing needed by motor vehicle
personnel

All matters connected with accidents, liability, and in-
surance

Personnel administration in connection with civilian clerical
workers and laborers employed by the Luftwaffe motor
vehicle services (in conjunction with the Chief of Air
Defense)

Staff V: Motor Vehicle Technology

Establishment of the technological guidelines for Luftwaffe
motorization

Establishment of guidelines for the development, classifi-
cation, and utilization of motor vehicles and motor
vehicle equipment (in compliance with general instructions
issued by the Army High Command and the General in
charge of Motor Vehicle Services (Generalbevollmaechtig-
ter fuer das Kraftfahrtwesen))

Supervision and evaluation of experimental work in progress
in the field of motor vehicle technology

Training of motor vehicle engineers (Kraftfahringenieure)

132-a

The Luftwaffe Group, Army High Command, Inspectorate No. 6, was subordinate to the Reichs Air Minister and Commander in Chief, Luftwaffe, and was merely attached to the Army High Command, Inspectorate No. 6. The Luftwaffe Group served as a liaison agency between the Reichs Air Minister and Commander in Chief, Luftwaffe, and

the Ordnance Branch of the Army Tank, Cavalry, and Motorized Elements (Waffenabteilung der Panzertruppe, Kavallerie, und Heeresmotorisierung) (Inspectorate No. 6) and the General in Charge of Motor Vehicle Services, insofar as all matters pertaining to Luftwaffe motorization were concerned.

The Luftwaffe Group was responsible¹²³ for keeping all interested agencies of the Office of the Reichs Air Minister and Commander in Chief, Luftwaffe, and of the Army High Command, Inspectorate No. 6, fully informed of the organizational and operational planning carried out in connection with motor vehicle services, in order to assure a certain degree of uniformity in the measures taken by the two Wehrmacht branches.

Figure 7g presents a graphic summary of the organizational structure of Luftwaffe Inspectorate No. 6 during 1939.

13. The Luftwaffe Generals, offices of the Commander in Chief, Army, and Commander in Chief, Navy (Generale der Luftwaffe beim Oberbefehlshaber des Heeres und Oberbefehlshaber der Marine)¹²⁴.

a. The position of the Luftwaffe General assigned to the Commander in Chief, Army, and the Inspectorate for Aerial Reconnaissance Forces (Luftwaffe Inspectorate No. 1) (with the exception of the Aerial Photography Branch, which was made directly subordinate to the Chief of Training) were combined to form the post of Luftwaffe General, office of the Commander in Chief, Army, and Commander of the Army Air Forces (Befehlhaber der Heeresfliegerverbände).

The Luftwaffe General was at the same time Inspector of the Army Air Forces (Inspekteur der Heeresflieger).

123 - A detailed list of responsibilities is contained in Directive No. 1330/39, issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Central Branch, Classified, dated 9 June 1939 (Order No. 19 for the reorganization of the Ministry).

133-a

124 - Based on the report entitled "Organization" (Organisation), on Microfilm roll 16, which contains reference to instruction issued by the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Quartermaster General, Branch 2, No. 790/39, Classified, dated 8 March 1939, and also on information furnished the author by Generals Drum and Lohmann, both Retired.

In his capacity as Chief, Luftwaffe Inspectorate No. 1, the Luftwaffe General, Commander in Chief, Army, was subordinate to the Chief of Training. His authority to inspect the troops applied only to the Army Air Forces and to the aerial reconnaissance schools. Inspection authority in connection with the long-range reconnaissance units (subordinate to the air fleet commands having jurisdiction over the area in which they were stationed) was the prerogative of the Inspector of the Bomber Forces (Luftwaffe Inspectorate No. 2).

Figure 7h presents a graphic summary of the organizational structure of the office of the Luftwaffe General, Commander in Chief, Army, and Commander, Army Air Forces, during 1939.

b. The post of the Luftwaffe General assigned to the Commander in Chief, Navy, and the Commander, Naval Air Forces (General der Luftwaffe beim Oberbefehlshaber der Kriegsmarine und Befehlshaber der Marinefliegerverbände), at the same time Inspector of the Naval Air Forces was newly created in conjunction with the Inspectorate for Naval Air Forces (Luftwaffe Inspectorate No. 8).

In his capacity as chief of Inspectorate No. 8, the Luftwaffe General, Commander in Chief, Navy, was directly subordinate to the Chief of Training. He had inspection authority only in connection with the Naval Air Forces and with the Naval Pilot Training Schools (Fliegerschulen See).

14. The Central Branch, taking over responsibility for the organizational structure of the Reichs Air Ministry (with the exception of the office of the Commander in Chief, Luftwaffe, which remained the responsibility of Branch 2, Luftwaffe General Staff) and relinquishing its authority over the Press Group and Attaché Group to Branch 5, Luftwaffe General Staff, consisted

of the following¹²⁵:

- a. Judge Advocate Branch
- b. Organization Group
- c. Ministry Office Chief
- d. Headquarters Commandant, Reichs Air Ministry
- e. Central Archives (Zentralbuecherei)

Figure 7i presents a graphic summary of the organizational structure of the Central Branch during 1939.

15. On 1 July 1939, Branch 2 of the Luftwaffe Personnel Office was reorganized into the Luftwaffe Defense Office Group (Luftwaffenwehramtsgruppe) and placed under the direct supervision of the Chief of Air Defense. The Luftwaffe Defense Office Group consisted of the following¹²⁶:

- a. Branch 1
 - 1) general personnel matters at troop level
 - 2) administration of the music corps
 - 3) supervision of the aptitude testing program
 - 4) supervision of branch schools
 - 5) administration of troop welfare
- b. Branch 2
 - 1) supervision of the replacement program for non-commissioned officer and enlisted personnel
 - 2) supervision of the replacement program for secondary flying personnel (including replacement personnel and civilian personnel assigned to the flying forces)
 - 3) personnel matters in connection with officer and officer candidate personnel (together with the Luftwaffe Personnel Office)

125 - Based on German Aviation - Volume for 1939.

135-a

126 - Based on the duty and position roster for the Luftwaffe Defense Office

Group issued in the directive from the Reichs Air Minister and Commander in Chief, Luftwaffe, to the Central Branch, No. 1730/39, Classified, dated 28 July 1939.

Section 13 - Status of Developments in 1939.

1. During the period 1 February through 1 April 1939, the organization of the Luftwaffe top-level command apparatus was altered slightly (the basic organizational principles theretofore valid were retained) in order to adapt its operations to the recent establishment of the Reichs Protectorate of Bohemia and Moravia (Reichsprotektorat Boehmen und Maehren).

The command organization of the Army and Navy Air Forces was changed as follows:

- a. Those aerial reconnaissance units destined for assignment to the Army in the event of mobilization were detached from the air divisions and assigned to the Luftwaffe General, Commander in Chief, Army.
- b. The Luftwaffe Naval Command (Luftwaffenkommando See) was abolished and the naval air units, formerly under the command of the Commander, Naval Air Forces (Fuehrer der Seeluftstreitkraefte), were made subordinate to the newly created office of the Luftwaffe General, Commander in Chief, Navy.
- c. After the reorganization had taken effect, the following elements existed:
 - 1) five air fleet commands (east, north, west, southeast, and East Prussia)
 - 2) ten air district commands
 - 3) position of the Luftwaffe General, Commander in Chief, Army, and Commander, Army Air Forces
 - 4) position of the Luftwaffe General, Commander in Chief, Navy, and Commander, Naval Air Forces

- 5) seven air division commands
- 6) position of the Commander, Naval Air Forces
- 7) Luftwaffe Training Division Command
- 8) Command Headquarters, Air Defense Zone West, and office of the Senior Commander, Fortifications Antiaircraft Artillery
(Hoherer Kommandeur der Festungsflakartillerie)

Figure 7k presents a graphic summary of the organization of Luftwaffe command apparatus during 1939.

2. The following changes were effected in the organization of the training installations:

- a. Reorganization of the Flight School and Replacement Battalion Commands into Senior Flight Training Commands (Hoheres Fliegerausbildungskommandos)
- b. Assignment of the signal communications schools (Luftnachrichtenschulen) to the newly created office of the Senior Commander, Signal Communications Schools (Hoherer Kommandeur der Luftnachrichtenschulen)

The school commands were subordinate to their local air district commands as far as troop services were concerned; however, they received their instructions in regard to training directly from the office of the Reichs Air Minister, Chief of Training.

3. The Luftwaffe took part in the invasion of Bohemia and Moravia on 15 and 16 March 1939 and of the Memel Land on 23 March 1939.

4. The Luftwaffe had attained the following peacetime strength:

138

- a. 3 reconnaissance wing staffs (as of 1 August 1938)¹²⁷
- b. 14 reconnaissance group staffs
- c. 30 close-range reconnaissance squadrons
- d. 23 long-range reconnaissance squadrons
- e. 5 single-engine fighter wing staffs (as of 15 August 1939)¹²⁸
- f. 16 single-engine fighter groups
- g. 1 twin-engine fighter wing staff (as of 15 August 1939)¹²⁸
- h. 10 twin-engine fighter groups
- i. 14 bomber wing staffs (as of 1 June 1939)¹²⁹
- j. 30 bomber groups
- k. 1 dive-bomber wing staff
- l. 9 dive-bomber groups
- m. 1 close-support aircraft group
- n. 5 coastal patrol group staffs
- o. 6 all-purpose squadrons
- p. 6 reconnaissance squadrons (Sea)
- q. 2 carrier-based squadrons
- r. 2 ship-based squadrons
- s. 22 antiaircraft artillery regiment staffs (as of 1 August 1939)¹³⁰
- t. 44 heavy (mixed) antiaircraft artillery battalions
- u. 14 permanent antiaircraft artillery battalions
- v. 14 light antiaircraft artillery battalions
- w. 5 fortifications antiaircraft artillery battalions
- x. 16 antiaircraft artillery searchlight battalions
- y. 1 antiaircraft artillery training battalion

127 - The figures pertaining to the aerial reconnaissance units are based on a study by General Drum, Retired.

138-a

128 - The figures pertaining to single-engine and twin-engine fighter forces are based on a study by General Grabmann, Retired, "The Development of the Single-Engine and Twin-Engine Fighter Forces", dated 15 December 1955.

139

129 - The figures given for the bomber, dive-bomber, and coastal patrol forces are based on a report issued by the Quartermaster General, Branch 2, No. 900/39, Classified.

130 - The figures pertaining to the antiaircraft artillery are based on information provided by General von Axthelm, Retired

CHAPTER III

COMPREHENSIVE SUMMARY

Section 1 - The Organization of the Reichs Air Ministry

1. A characteristic of the organizational set-up of the Reichs Air Ministry was its organic unification of the highest Luftwaffe command agency with the highest administrative agency responsible for commercial aviation and civil air defense.

In a manner of speaking, this unification had taken place as early as during the Reichswehr period, when the Reichs Ministry of Defense and the Reichs Traffic Ministry not only worked closely together but even pooled their budgets for aeronautical research, technical development, aircraft and engine testing, and the study of aircraft manufacturing processes. Furthermore, inasmuch as even the very first steps taken towards the creation of a small flying force (originally planned as a possible reinforcement of the Reichswehr) were at least temporarily dependent to some degree on commercial aviation and its potentialities, it was inevitable that the top-level agencies responsible for military aviation should be closely connected with those charged with supervision of the activities of Germany's commercial air organizations. Thus, from the historical point of view, the consolidation of military and commercial aeronautical activity in 1933 did not represent the first step in a new direction, but rather the official organizational confirmation of a situation which had long existed unofficially.

In the Reichs Ministry of Defense, on the other hand, Army and Navy leaders cooperated closely in the establishment of a new German air force, particularly in respect to technological research and development, quite apart from the fact that neither was willing to forego its claim to a separately organized tactical air force such as had been the case during World War I. The air force leaders in the Reichs Ministry of Defense, on the other hand, influenced by World War I planning in terms of a separate air force as well as by the example set by other nations, were strongly in favor of the establishment of an independent air arm, which was to have tactical as well as strategic functions. This, of course, presupposed that all questions concerning military aviation could and would be centralized in a single new office - still to be created - of the Reichs Ministry of Defense. This, in turn, was a thought which was bound to encounter resistance on the part of the Army and Navy - particularly the Army.

In the meantime, the office of the Reichs Commissioner of Aviation, Germany's highest-ranking aeronautical agency, was established under Goering. The consolidation of all aeronautical affairs under one authority served to open up new perspectives in the field of military aviation. Specifically, it showed up the traditional division of military aviation into Army and Navy aviation as completely out-of-date and forced Army and Navy representatives to give up - albeit reluctantly -

their adamantine agitation against a consolidation of all those agencies in the Reichs Ministry of Defense which were concerned with the affairs of military aviation. But before this consolidation could be completed, Goering - as his first official act - arrogated the supervision of all aeronautical developmental activity to his own office, thus uniting the administration of developmental research for both commercial and military aviation under one agency. Shortly thereafter, in 1933, all the rest of the Reichs Ministry of Defense agencies concerned with military aviation were transferred to the newly-created Reichs Air Ministry. This mass transfer served to epitomize a developmental trend which had begun in the post-war years (1920) as a necessary evil and which had been given its organizational blessing by the authoritarian regime of 1933.

2. The Organizational Development of the Reichs Air Ministry (see Figure 8).

Apart from the temporary period of transition during the summer of 1933, the over-all organizational development of the Reichs Air Ministry can be divided into three stages. Each one of these stages reflects not only the continuing growth of the Luftwaffe but also the political atmosphere in which it took place.

a. 1 October 1933 - 31 March 1935

This period, representing the first of the three stages, was characterized by the following:

- 1) the need for absolute secrecy, dictated by the considerations of Germany's foreign policy, and bringing with it the countless restrictions and obstructions which

made it so difficult for the Reichs Ministry of Defense to put to practical use the organizational and developmental principles which it had worked out.

- 2) the need for establishing the principles necessary for the founding and further development of a completely new Wehrmacht branch.
- 3) the need for the newly-created Reichs Air Ministry to adapt itself to some degree to the policies set by the Army and Navy (not only for reasons of foreign policy, but also for purely practical reasons)
- 4) the exploitation of commercial aviation (particularly in respect to pilot training) for military purposes; such exploitation was based not only on the fact that commercial aviation represented the best available source of experience and information, but also on its suitability as a camouflage activity.
- 5) Goering's instructions to build up a "trial fleet" as soon as possible, regardless of the cost involved.

By 1 April 1934, the Reichs Air Ministry had attained the organizational set-up on which all subsequent reorganizations were to be based.

The primary characteristic of this organizational set-up was the importance accorded the Air Command Office within the Reichs Air Ministry. Within the framework of the missions assigned to it, the Air Command Office was permitted to make certain demands upon the other Ministry offices or was empowered to prescribe the conditions under which they were to contribute to the growth of the Luftwaffe. Of particular significance in this respect were the tactical and technological requirements which the Air Command Office

issued to the Technical Office in connection with the development of aircraft, weapons, ammunition, and aircraft equipment. The Air Command Office was also responsible for establishing personnel and materiel requirements for the expansion and maintenance of the Luftwaffe and for determining the type and scope of the required armaments (in this connection, the reader is also referred to Section 2 of this chapter, The Organization of the Luftwaffe General Staff).

The Technical Office, working in accordance with the requirements established by the Air Command Office, was responsible for supervising aeronautical research, for issuing research and development guidelines to the aircraft and armament industries, for supervising the technological testing of newly-developed equipment, and for handling the procurement of armament items.

Corresponding to its missions, as described above, the Technical Office was divided into the Research, Development, and Procurement Branches.

Its organizational structure was characterized by a more or less horizontal form, in which all developmental matters, on the one hand, and all procurement matters, on the other, were handled by different but parallel branches. This organizational form, inherited from the Army, was changed later on.

The Administration Office was in charge of budgetary and financial matters, payroll administration, logistics (food and clothing, and billeting), and construction. In the beginning, until they were taken over by the

Luftwaffe Personnel Office, all matters pertaining to the personnel administration of civilian officials, clerical personnel, and laborers were also the responsibility of the Administration Office.

The organization and expansion of the Luftwaffe ground services (establishment of airfield commands, advanced airports, etc.) were subject to instructions issued by the Air Command Office.

The Luftwaffe Personnel Office was responsible for filling officer positions in accordance with the strength authorization tables issued by the Air Command Office and for the establishment of a personnel reserve capable of meeting the requirements connected with military planning for the immediate future. The Personnel Office was also in charge of all aspects of personnel administration and welfare, with the exception of those pertaining to civilian officials and other civilian personnel, which (in accordance with the example set by the Army) were handled by the Administration Office.

The General Air Office, the only purely civilian office, was responsible for the over-all administration of aviation activity within the German Reich. This included the supervision of fields of endeavor which - like the Reichs Meteorological Service, for example - served both commercial and military air activity. Moreover, the General Air Office had charge of aerial photography for both commercial and military purposes.

The Central Branch was created to take care of all the miscellaneous administrative duties which became necessary with the establishment of the Reichs Air Ministry and with the subsequent expansion of the Luftwaffe.

In the beginning, the Central Branch even had charge of medical affairs within the Luftwaffe. Later on, its duties were largely restricted to the internal administration of the Reichs Air Ministry.

The Inspectorate for Flight Training Schools, which had existed in similar form as the Flight School Command under the Air Defense Office of the Reichs Ministry of Defense, was responsible for directing the training of the flying and aerotechnical personnel in accordance with instructions received from the Air Command Office.

The Inspectorate for Flight Training Schools had charge of the Luftwaffe courses carried on at the civilian pilot schools (the latter were utilized for military purposes prior to the establishment of official Luftwaffe training installations), as well as those sponsored by the Luftwaffe ordnance schools (land and sea).

The office of the Chief of Procurement and Supply was established to deal with all questions concerning supply (including organizational, technical, and administrative aspects). Organizationally, the office of the Chief of Procurement and Supply was not a part of the Reichs Air Ministry; however, it operated in accordance with instructions received directly from the Air Command Office.

In view of the scope of its mission, namely the establishment of a completely new Wehrmacht branch (the Luftwaffe) and that with the least possible delay, the original organization of the Reichs Air Ministry was remarkably modest.

On the one hand, as we have seen, the need for secrecy, imposed by

the exigencies of Germany's foreign policy, created a number of difficulties; on the other hand, the Hitler regime (in which Reichs Air Minister Goering held a leading position), by virtue of its dictatorial powers, was able to overcome almost all setbacks of a personnel, financial, or economic nature and thus did much to speed up the expansion of the Luftwaffe.

b. 1 April 1935 - 31 January 1938

This period, representing the second developmental stage, was characterized by the following:

- 1) intensification of both horizontal and vertical expansion after Germany had regained her military sovereignty.
- 2) a gradual decrease in the degree^s of Luftwaffe dependence upon and adherence to Army and Navy procedures, which culminated in the final establishment of the Luftwaffe as a fully independent third Wehrmacht branch.
- 3) an increase in the importance assigned to the problems of command, training, and troop welfare.
- 4) the growing emphasis on tactical operational planning and on preparations for mobilization, occasioned by Hitler's increasing activity in the field of foreign relations.
- 5) the 1937 crisis of top-level organization within the Reichs Air Ministry.
- 6) the first plans (coming at the end of this period) for a thorough-going reorganization of the Reichs Air Ministry, as well as of the entire Luftwaffe command apparatus.

1935:

Little or no change was made in the organization of the offices of the Reichs Air Ministry .

The antiaircraft artillery forces were made a part of the Luftwaffe.

In recognition of the need for a more specialized administration for the various special flying forces, the Reichs Air Ministry set up its first inspectorates (see also Section 4, Organization of the Luftwaffe Inspectorates).

The build-up of the inspectorate staffs and the expansion of the command apparatus both encountered serious difficulty because of the shortage of qualified staff and technical personnel.

The Advanced Luftwaffe School and the Air War Academy were founded in order to assure a continuing source of General Staff officers, and the Air Technical Academy was established for the training of Luftwaffe engineer personnel. The significance attributed to these academies as training institutions for future Luftwaffe staff and technical leaders was clearly emphasized by their immediate subordination to the Chief of the Air Command Office.

1936:

The deliberate speed-up in training in the schools and also in the units themselves resulted in such an increase in flying accidents

that special remedial measures became necessary (establishment of the Inspectorate for Flight Safety and Aircraft Equipment).

The Luftwaffe General Staff was officially established as far as its personnel make-up was concerned; its chief was the Chief of the Air Command Office.

On the basis of the experience gained so far, the Luftwaffe supply set-up was subjected to reorganization (see Section 3, Organization of Special Areas of Activity within the Reichs Air Ministry).

1937+

The inspectorate system was expanded further.

The Air Command Office, by dint of additional organizational changes, was gradually being groomed to take over as the Luftwaffe General Staff (in this connection, the reader is referred to Section 2, The Organization of the Luftwaffe General Staff).

The office of the Luftwaffe General, Commander in Chief, Army (previously to become effective only in the event of mobilization) was given full status in the peacetime organizational plan. This step, of course, served to establish a more or less permanent top-level apparatus under which the Luftwaffe units attached to the Army could be brought into action immediately in the event of mobilization. It did not, however, assure uniform operational command of these units during peacetime.

A similar organizational move proved to be unnecessary for the naval air units, inasmuch as the latter already had a uniform operational command headquarters in the form of the Command Headquarters, VIIth Air Area Command, which had been detailed to work closely with the Navy.

c. 1 February 1938 - beginning of World War II, is characterized by the following:

- 1) the reorganization of the Reichs Air Ministry
 - a) changes in the top-level command organization
 - b) the transition in the Reichs Air Ministry from horizontal to vertical organization (i.e. the organizational merging of several offices)
- 2) the coordination of all existing Luftwaffe inspectorates
- 3) the necessity, occasioned by certain political developments, of making a definite organizational distinction between the Luftwaffe forces needed for free Luftwaffe operations on the one hand, and geographically bound air defense activities on the other
- 4) the desire to adapt the peacetime organization to the one envisioned in the event of mobilization.

1938:

The top-level command organization within the Reichs Air Ministry was reorganized as follows:

The Reichs Air Minister and Commander in Chief, Luftwaffe, the State Secretary of Aviation, and the Chief of the Luftwaffe General Staff represented a single top-level command entity, in which the General Staff played the role of the operational staff of the Reichs Air Minister and Commander in Chief, Luftwaffe. This triumvirate, accepted as a compromise solution after 1937's unproductive haggling, was admittedly nothing more than an attempt to remedy the

dualism of leadership which had hitherto existed between the State Secretary of Aviation and the Chief of the Luftwaffe General Staff. It could not, of course, combat successfully the problems posed by the existing top-level command organization of the Reichs Air Ministry (in this connection, the reader is referred to conclusions expressed in "The Problem of the Top-Level Organizational Set-Up").

Quite apart from personal wishes, political influence, and the need to consider casually expressed preferences, any plans for a reorganization of the Reichs Air Ministry were also guided by the following objective points of view:

- 1) Apart from the General Staff, which was automatically an integral part of the top-level command apparatus, the Reichs Air Ministry consisted of six offices (including the Central Branch), whose chiefs were directly subordinate to the State Secretary of Aviation in his capacity as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe. In addition, the State Secretary was responsible for the activity of two Luftwaffe Inspectorates (the extremely large inspectorates for antiaircraft artillery and air defense and for flight safety and equipment), while the remaining seven inspectorates were subordinate to the Chief of the General Staff.

This concentration of agencies representing very different fields of endeavor under one single head (in this case, the State Secretary) was highly impractical for a predominantly military ministry, which was continually faced with the need for

making new and far-reaching decisions and which therefore needed to be highly flexible. It was this need for flexibility which motivated the decision to combine a number of offices under intermediate command agencies.

- 2) The idea of bringing together under one top-level agency all the various offices concerned with materiel armament, and under another all those dealing with personnel recruitment and administration, was both obvious and logical.
- 3) A reorganization of the inspectorate system was clearly indicated, primarily to relieve the General Staff Chief (whose tasks of preparing for war and planning for the Luftwaffe's participation were becoming more and more time-consuming) of the burden of day-by-day supervision of the work of the inspectorates, but also to assure their subordination to a uniform authority.

On the basis of these considerations, the following organizational changes were made:

- 1) The office of the Chief of Air Defense was created and three of the six existing offices (i.e. six counting the Central Branch) - the General Air Office, the Administration Office, and the Supply Office - were made subordinate to it.

This organizational step clearly reveals the desire to create a kind of administrative ministry of war. On the other hand, it fell short of realizing the ~~aboved~~ goal of coordinating materiel armament activity for the following reason:

the Technical Office, as the most important link in the chain, was not included.

The subordination of the Supply Office and the General Air Office to the Chief of Air Defense seems appropriate, especially since the Supply Office, apart from its close concern with technological matters, was far more an integral part of the command function at General Staff level (due to the significance of its missions for the conduct of operations) than an administrative entity in a war ministry.

On the whole, this change was not a particularly logical one, and it is obvious that certain personal wishes were given fullest consideration (Udet was then Chief of the Technical Office).

- 2) The office of Inspector General, Luftwaffe, was established and all Luftwaffe inspectorates made subordinate to it. Provisions were made for coordination of their work through the Luftwaffe General Staff in matters of vital importance to the conduct of operations.
- 3) The Technical Office was reorganized internally. Previously, development and procurement had been handled by two separate branches; under the new system, a number of branches were set up to represent various categories of equipment, and each of these branches was responsible for the development as well as

the procurement of its particular equipment. This measure represented an attempt to expedite operations by uniting all the steps pertaining to any one piece of equipment under a single responsible agency.

After completion of this vertical reorganization, the State Secretary of Aviation, who had previously had eight independent agencies under his command (five offices, the Central Branch, and two inspectorates), had only five (the office of the Chief of Air Defense, the Technical Office, the Personnel Office, the office of the Inspector General, and the Central Branch).

Viewed in its entirety, the top-level organizational structure of the Reichs Air Ministry in the spring of 1938 reflects the striving of Luftwaffe leaders to prepare their command apparatus for Germany's possible involvement in war - a possibility which was becoming more and more likely with the growing tension of her political position. This motivation finds expression in the newly defined closeness of the General Staff and the office of the Commander in Chief, Luftwaffe, with the General Staff serving as the latter's "operations staff", and in the obvious attempt to relieve the General Staff of all work not directly connected with the preparation and planning of military operations.

The command organization in the field was also modified to permit increased emphasis on tactical operations , and the mobilization preparedness of the troops was raised.

The Air Area Commands (theretofore responsible for all aspects of operation) were replaced by the Luftwaffe Group Commands with their subordinate Air District Commands. The Luftwaffe Group Commands were the instruments of operational command, while the Air District Commands - implementing instructions received from the former - were responsible for civil air defense, ground organization activity, and supply operations. In order to raise the degree of operational readiness among the troops, the separation of flying forces and ground organization forces, due to take effect only in the event of mobilization, was carefully prepared so that it could be carried out quickly and smoothly.

1939:

During 1939 the burden of leadership within the Reichs Air Ministry was concentrated more and more on the State Secretary, until - for all practical purposes - the General Staff Chief was almost entirely subordinate to him (except, of course, in matters exclusively concerned with military operations). Moreover, the State Secretary arrogated to himself the office of the Inspector General, Luftwaffe¹³¹ (without the inspectorates). Thus he was

131 - The official appointment of the State Secretary to the simultaneous post of Inspector General of the Luftwaffe was merely formal confirmation of a state of affairs long in existence. Feldmarschall Milch, Retired, states that he had been Inspector General to all intents and purposes since 1937, as the "equivalent" of the Commander in Chief, Luftwaffe. (Based on information furnished by Professor Richard Suchenwirth in a letter dated 9 September 1955. Milch's statement was made in answer to a number of questions put to him by Professor Suchenwirth at the request of the author.)

no longer simply the State Secretary of Aviation in the original sense, but rather the incumbent of a position which permitted him to command and to inspect and criticize at the same time. Under these altered circumstances, of course, the organizational unity of top-level command as proclaimed in 1938 (i.e. Commander in Chief, Luftwaffe, State Secretary, and General Staff Chief) was pointless. (In this connection, the reader is referred to "The Problem of the Top-Level Organizational Set-Up").

The reorganization of the Reichs Air Ministry along vertical lines, which had begun in 1938 with the establishment of the office of the Chief of Air Defense, was continued. The Technical Office, the Supply Office, and the newly-created Department of Industrial Economy were combined to form the office of the Chief of Supply and Procurement, Luftwaffe. However, inasmuch as the Chief of Supply and Procurement was simultaneously Chief of the Technical Office with its many branches, this combination created a work-load which could hardly be mastered by a single individual.

After the Supply Office had been transferred to the office of the Chief of Supply and Procurement, the General Air Office and the Administration Office - as well as the Personnel Office - remained under the office of the Chief of Air Defense.

This newest reorganization succeeded far better than the one of 1938 in bringing together all the agencies concerned with materiel armament activity on the one hand (under the Chief of Supply and Procurement), and all those dealing with personnel recruitment and administration on the other (under the Chief of Air Defense).

The Luftwaffe inspectorates, their number having increased in the meantime, were made subordinate to the Chief of Training (Chef des Ausbildungswesens), who had succeeded to the post of the former Inspector General and who was in charge of all formal training within the Luftwaffe. The General Staff confined itself to the planning and supervision of tactical training.

Following the tendency to modify the Luftwaffe's peacetime organizational structure to conform to that envisioned in the event of mobilization, the Luftwaffe General, Commander in Chief, Army, was immediately granted the rank of Commander, Army Air Forces.

Similarly, the naval air forces were made subordinate to the Air Commander, office of the Luftwaffe General, Commander in Chief, Navy, and Commander, Naval Air Forces. At the same time, the old Luftwaffe Command, Sea, was abolished.

The two Luftwaffe General posts were somewhat unusual in that they were Ministry positions and field command positions at the same time.

The creation of the Luftwaffe Commission (Luftwaffenkommission) had no particular significance. It owed its existence not to any actual need, but to personnel considerations, i.e. the necessity of utilizing the newly jobless Chief of Air Defense.

In summary, it is clear that the reorganization carried through in the spring of 1939 was designed even more deliberately than that of 1938 to assure that the Reichs Air Ministry would be ready in the event of war. The General Staff, as the operations staff of the Reichs Air Minister and Commander in Chief, Luftwaffe, was still spared all work not directly concerned with military preparations. All in all, one might say that the reorganization of 1939 divided the Reichs Air Ministry into three large sections, the Office of the Chief of Supply and Procurement (technological developments and materiel armament activity), the office of the Chief of Air Defense (personnel recruitment and administration, general administration, commercial aviation), and the office of the Chief of Training together with the Luftwaffe inspectorates.

The reorganization of the chain of command headed by the Reichs Air Minister and Commander in Chief, Luftwaffe, begun during 1938 and continued in 1939, was also one of the measures carefully planned to insure Luftwaffe preparedness in the face of the growing tension occasioned by Germany's foreign policies.

Section 2 - Organization of the Luftwaffe General Staff.

1. Fundamentally, the organizational structure of the Luftwaffe General Staff was determined by its missions and by its status as the instrument of command utilized by the commander in chief of a Wehrmacht branch. Within this given framework, the Luftwaffe General Staff developed out of the Air Command Office in accordance with the number and quality of personnel available, the experience it gathered as it went along, and the needs imposed by Germany's political position, which grew more critical each year. It is obvious, of course, that the personal views of the various General Staff chiefs in connection with organization and assignment of duties also ^{exercised} a certain influence on its development. Thus, the various organizational changes, the assumption of new missions, and the rejection of certain missions hitherto carried out all reflect not only the over-all political and military situation, but also (to a certain extent at least) the personal attitudes and approaches of the individual General Staff chiefs. From this standpoint, the development of the General Staff can be divided into three separate periods, namely its development under the following:

- a. Wever and Kesselring
- b. Stumpff
- c. Jeschonnek

2. The Organizational Development of the General Staff from the Air Command Office (see Figure 8a).

a. Under Wever and Kesselring (1 October 1933 - 31 May 1937), this development was characterized by the following:

- 1) the position of leadership held by the Air Command Office within the framework of the horizontal organization of all the Ministry offices under the State Secretary of Aviation in his capacity as permanent deputy of the Reichs Air Minister and Commander in Chief, Luftwaffe
- 2) the horizontal organization of the Air Command Office itself, with all of its branch chiefs directly subordinate to the Office Chief
- 3) the friction between the Chief of the Air Command Office and the State Secretary, which became more and more apparent as the Air Command Office gained in importance as the command instrument of the Commander in Chief, Luftwaffe. (In this connection the reader is also referred to "The Problem of the Top-Level Organizational Set-Up").

1934:

During the period from 15 May 1933, when the Air Defense Office of the Reichs Ministry of War was assigned to the Reichs Air Ministry (on 1 September 1933 it physically moved to its new location) to 1934, the Air Defense Office developed into the Air Command Office. Its first Chief was Colonel Wever, former Chief of the Training Branch in the Troop Office (Ausbildungsabteilung, Truppenamt) of the Reichs Ministry of War.

Conforming to the organization of the Troop Office (General Staff) of the Reichs Ministry of War, the Air Command Office was originally divided into the following three branches:

- 1) Operations
- 2) Organization
- 3) Training

These three branches, which had already existed in similar form - if in much smaller scope - in the Air Defense Office, formed the general-staff-nucleus of the Air Command Office.

The Operations Branch, in addition to dealing with questions pertaining to operational and tactical matters, was also responsible for establishing the technological-tactical requirements passed on to the Technical Office in regard to the development of aircraft, weapons, instruments, ammunition, etc.

In addition, in the beginning Branch I of the Air Command Office was also assigned responsibility for the collation and evaluation of information pertaining to foreign air forces (previously handled by the Air Defense Office) and for the administration of supply and logistics (quartermaster activities), an area of endeavor which became significant with the official establishment and organization of training schools and flying units.

The Organization Branch, which had borne the lion's share of work and responsibility during the early developmental stages, continued to be responsible for the organization of the Reichs Air Ministry and, as a matter of fact,

of the Luftwaffe as a whole (with the exception of the antiaircraft artillery forces). This included a certain degree of responsibility for both personnel administration and materiel armament activity, in that the Organization Branch was in charge of preparing and submitting to the various responsible offices certain estimates, plans, and instructions pertaining to mobilization planning and to the organization and administration of the Luftwaffe ground organization forces.

The Training Branch, Air Command Office, was responsible for the preparation and issuance of guidelines and directives pertaining to training among the troops as well as in the various schools (this activity was closely coordinated with the work of the Luftwaffe inspectorates). Later on, this phase of its activity was extended to cover the training of Luftwaffe officer candidates and even General Staff officers. (Basic military training, as well as the training of officer candidates, remained in the hands of the Army and Navy until 1934).

In addition to the branches discussed above, the Air Command Office was comprised of the following technical service branches:

- 1) Signal Communications Branch
- 2) Strength and Equipment Authorization Branch
- 3) Supply Branch
- 4) Civil Air Defense Branch

The Signal Communications Branch, of course, was responsible for the establishment and operation of the communications network

required by the exigencies of modern, highly mobile air warfare methods. In addition, it exercised technical supervision over all questions concerned with the expansion of the communications network or with the growth of the signal communications forces.

The area of endeavor assigned to the Strength and Equipment Authorization Branch was in reality a highly specialized aspect of organization; originally, it had been handled directly by the Organization Branch.

The Supply Branch was charged with the detailed estimation of armament requirements on the basis of figures furnished by the Strength and Equipment Authorization Branch in connection with the planned activation of units. These figures served as an indication to the Technical Office of the equipment to be procured and to the Supply Office of the equipment needed for initial issue and for subsequent supply.

The Civil Air Defense Branch continued to carry out the missions heretofore assigned; the only difference was that they were now accomplished at the direction of the Chief of the Air Command Office.

The following were characteristic of the organizational set-up of the Air Command Office during 1934:

- 1) the subdivision of its command functions (Branches I, II, and III) into general-staff-like areas rather than into areas reflecting the various technical fields involved
- 2) the incorporation of the technical services (signal communications, strength and equipment authorization, supply, and civil air defense) into the

Air Command Office and, consequently, their close coordination with the branches concerned with operational planning in the particular fields.

The organizational structure adhered to during 1934 had certain advantages in that it obviated a lengthy chain of command (clearly advantageous for the Luftwaffe's early expansion era) and assured that the technical service branches would have ready access to the thinking, planning, and working methods of the top-level command echelon (particularly important in view of their later detachment from the Air Command Office, or rather Luftwaffe General Staff).

1935:

The stage of Luftwaffe expansion so far attained and that counted upon in view of Germany's achievement of military sovereignty resulted in increased emphasis on the command organization and on questions of troop administration. The continued training of officers for the Luftwaffe General Staff, for example, was a field which obviously required further study. In an attempt to meet the demands created by Germany's new situation, certain organizational measures were carried out which did not require any fundamental change in the organization

of the Air Command Office:

- 1) Within the Operations Branch the Staffs for Target Evaluation and Technological-Tactical Requirements were expanded into groups.
- 2) The Quartermaster Group and the Foreign Air Forces Group were detached from the Operations Branch and made independent branches.
- 3) The concept "operations staff" was more clearly defined to include the following:
 - a) Operations Branch
 - b) Quartermaster Branch
 - c) Foreign Air Forces Group
 - d) Signal Communications Branch

The operational staff had no official chief to begin with, but was supervised by the Chief of the Operations Branch, who was entrusted with the coordination of all command functions. Even so, the branches comprising the Operations Staff remained directly subordinate to the Chief of the Air Command Office.

- 4) Responsibility for troop administration and administration of the various weapons systems belonging to the Luftwaffe was transferred to

the newly created Luftwaffe inspectorates, including the Inspectorate for Motor Vehicle Services.

The fact that the inspectorates were subordinate to the Chief of the Air Command Office was an additional guarantee of the closeness existing between the command organization and the troops.

Medical affairs were also detached from the Central Branch and made subordinate to the Chief of the Air Command Office.

5) The agencies responsible for civil air defense activity, on the other hand, were transferred from the Air Command Office to the Inspectorate for Anti-aircraft Artillery Forces, which was the only inspectorate not subordinate to the Chief of the Air Command Office.

6) The academies established to handle the training of General Staff officers were also placed under the command of the Chief of the Air Command Office.

Supervision of General Staff training was the responsibility of the Training Branch, Air Command Office. The Chief of the Training Branch was also in charge of the newly established Research Group for the History of Aerial Warfare, Reichs Air Ministry (Forschungsgruppe des Reichsluftfahrtministeriums fuer Luftkriegsgeschichte).

The organizational structure of the Air Command Office during 1935 was characterized by the close organizational connection between the inspectorates and the Luftwaffe General Staff.

The Inspectorate for Antiaircraft Artillery Forces and Civil Air Defense was the only one which was not subordinate to the Chief of the Air Command Office; instead it was directly responsible to the State Secretary for Aviation. As a matter of fact, this particular inspectorate always occupied a rather special position in the Reichs Air Ministry, justified in the beginning by the over-all situation, but quite unwarranted later on. On the whole, this must be counted as an error in organization, resulting in too strong an emphasis on offensive air warfare at the expense of strategically-conducted defensive air activity. It is difficult to determine cause and effect in this particular instance; it is hard to say whether the relatively independent status of the Luftwaffe Inspectorate for Antiaircraft Artillery and Civil Air Defense was the result of its own organizational maneuvering or the result of the predominantly offensive thinking of the General Staff. (In this connection, the reader is referred to Section 4, Organization of the Luftwaffe Inspectorates).

1936:

Generalleutnant Kesselring succeeded Generalleutnant Wever, who was fatally injured when his aircraft crashed in June, 1936, as Chief of the Air Command Office.

1936 marked the official delineation of the General Staff as far as its personnel aspect was concerned. The Chief of the Air Command Office was automatically Chief of the General Staff.

The reorganization of the supply function resulted in the removal of the Supply Branch from the Air Command Office. (In this connection, the reader is referred to Section 3, Organization of Special Areas of Activity within the Reichs Air Ministry).

Questions pertaining to military preparedness and the conduct of military operations became more and more important as the crisis (Czechoslovakia) approached.

b. Under Stumpff (1 June 1937 - 31 January 1939), the organizational development of the Luftwaffe General Staff out of the Air Command Office was characterized by the following:

- 1) the equalization of the position of the General Staff Chief with that of the State Secretary
- 2) the organization of the Air Command Office into the Luftwaffe General Staff
- 3) the growing friction between the State Secretary and the General Staff Chief and the resulting dualism of leadership
- 4) the modification of the General Staff from a predominantly horizontal organizational form to a more vertical one
- 5) the reorganization of the top-level command as a whole
- 6) the introduction of the military measures required by Germany's increasingly precarious situation in international politics (Austria, the Sudeten-Land crisis, and - in the not quite so immediate future - Poland).

7) the capitulation of the General Staff Chief in the face of the State Secretary's struggle to regain his position of power.

1937:

The Air Command Office was officially transformed into the General Staff of the Luftwaffe. A fundamental reorganization was unnecessary, inasmuch as the Air Command Office, from the standpoints of its missions and of its personnel composition, was - to all intents and purposes - already the Luftwaffe General Staff.

The organizational structure of the Luftwaffe General Staff was as follows:

1) Operations Staff

- a) Branch 1 (Operations)
- b) Branch 5 (Foreign Air Forces)
- c) Branch 6 (Quartermaster)
- d) Branch 7 (Signal Communications)

2) Organization Staff

- a) Branch 2 (Organization)
- b) Branch 4 (Strength and Equipment Authorization)

3) Training Branch

As a result of this more vertical organizational form, there were only three staff chiefs directly subordinate to the General Staff Chief, as contrasted with eight or nine under the previous organizational form. The resultant reduction in the workload of the General Staff Chief was largely due to the consolidation of four previously separate branches under the Chief of the Operations Staff. (Prior to 1937, the Operations Staff did not exist as an officially defined entity, nor did it have a chief of its own; the chiefs of the various branches comprising it were independently responsible to the Chief of the General Staff).

1938:

The General Staff Chief voluntarily subordinated himself to the authority of the State Secretary for Aviation. Although his position was officially that of a member of the "command council" (Commander in Chief, Luftwaffe, State Secretary, and General Staff Chief), with the General Staff serving as the operations staff of the Commander in Chief, Luftwaffe, it was clear that the General Staff Chief had been demoted to the position he had held in 1936.

In view of the danger inherent in Hitler's activity in the field of foreign policy (Czechoslovakia and - ultimately -

Poland), matters connected with the tactical employment of forces, armament, and supply became increasingly important. As a result, the following measures were taken:

- 1) the Luftwaffe Operations Staff was restricted to purely operational missions by the removal of the Quartermaster and Signal Communications Branches. This left the following agencies directly subordinate to the Operations Staff:
 - a) Branch 1 (Operations)
 - b) Branch 5 (Foreign Air Forces)
 - c) Topography Group
- 2) the importance of Quartermaster Branch activities was emphasized by the reorganization of the former Branch 6 into the office of the Quartermaster General
- 3) apart from the changes described above, the General Staff was made up of the following:
 - a) Organization Staff (no changes)
 - aa) Branch 2 (Organization)
 - bb) Branch 4 (Strength and Equipment Authorization)
 - b) Training Staff (newly established)
 - aa) Branch 3 (Training)
 - bb) Branch 6 (Military History)
 - cc) Air Landing and Parachute Forces Staff, which was in charge of all aspects

(tactics, organization, training) of this relatively new activity.

The office of the Chief of Luftwaffe Signal Communications and the office of the Chief of Luftwaffe Medical Affairs remained directly subordinate to the Chief of the General Staff.

In conjunction with the reorganization of the inspectorate system, on the other hand, the inspectorates were removed from the immediate jurisdiction of the Chief of the General Staff. In order to preserve the close connection between command and troops, however, the inspectorates - albeit their relative independence - were given the status of "agencies directly subordinate to the General Staff" in all matters important to the command function (evaluation of experience, etc.).

c. Under Jeschonnek (1 February 1939 until the beginning of the war), the organizational development of the Luftwaffe General Staff was characterized by the following:

- 1) the continued subordination of the General Staff Chief (except in matters pertaining exclusively to the conduct of military operations) to the State Secretary for Aviation in the latter's capacity as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe
- 2) the attempt to reorganize the missions of the General Staff (by relieving it of all tasks not directly connected with the preparation for and conduct of military operations) in order to assure that it would be ready to take over immediately in the event of war,

a possibility which could no longer be ignored in the face of Hitler's avowed intention of "solving" the problems represented by Czechoslovakia and Poland at all costs

3) the principle of the blitzkrieg, or short-term war, which was avidly championed by Germany's political leaders and which had been taken over without question by the Chief of the Luftwaffe General Staff (his relative youth and consequent lack of experience may be viewed as extenuating circumstances)

1939:

In accordance with the General Staff Chief's theory (this was not new with Jeschonnek, but had been brought forward before), that the General Staff ought to be kept as small as possible, it was reorganized once more in line with the following principles¹³²:

- 1) that there was no need for an organizationally distinct Chief of the Operations Staff
- 2) that supervision of the training carried out in the Luftwaffe schools was not a proper concern of the General Staff
- 3) that the General Staff should be freed of all those tasks which could not be described as of immediate importance in the event of a short-term war

132 - Based on information provided by General Schmid, Retired (former Chief of Branch 5 and honorary General Staff observer in the Ministry Office. According to Schmid's statement, the memorandum prepared by Jeschonnek in 1938 (while he was still Chief of Branch 1) and addressed to the Commander in Chief, Luftwaffe, already contained the principles detailed below.

4) that the General Staff should be divided into two main organizational elements.

In keeping with these principles, the General Staff was divided as follows:

1) Operations Staff (headed by the Chief of the General Staff), consisting of:

- a) Branch 1 (Operations)
- b) Branch 3 (Tactical Training)
- c) Branch 5 (Foreign Nations) (Fremde Staaten)

2) Office of the Quartermaster General, consisting of:

- a) Branch 2 (Planning, Organization, Mobilization)
- b) Branch 4 (Logistics and Supply)
- c) Branch 6 (Armament).

The Quartermaster General had the right of direct access to the Commander in Chief, Luftwaffe.

The following agencies were detached from the General Staff, i.e. their activities transferred outside the sphere of General Staff responsibility:

- 1) Strength and Equipment Authorization Branch
- 2) Military History Branch
- 3) Air Landing and Parachute Forces Staff
- 4) Office of the Chief of Luftwaffe Signal Communications
- 5) Office of the Chief of Luftwaffe Medical Group

6) Branch 2 was relieved of responsibility for the internal organization of the Reichs Air Ministry (with the exception of those elements directly subordinate to the Commander in Chief, Luftwaffe)

7) Branch 5 (Foreign Nations) was assigned the additional responsibility of supervising press relations and keeping track of the activities of the air attaches, German and foreign.

3. Figures 8b and 8c present a graphic summary of the development of the Operations Branch and of Branch 5 (Foreign Air Forces) within the Air Command Office and - later - the General Staff.

Those two branches, as the agencies within the General Staff which were best able to provide information relative to the conduct of strategic air warfare, were, of course, destined to work particularly closely with one another.

4. Summary:

On the whole, the organizational development of the Luftwaffe General Staff reflects its clear recognition of the necessity of adapting itself to changing conditions as reflected in the missions assigned to it. From this point of view, we must admit that the General Staff did adhere to the principle that organization must be a means to an end rather than an end in itself and that it must remain as flexible and as capable of immediate alterations as the command apparatus it serves.

Section 3 - Organization of Special Areas of Activity within the Reichs Air Ministry.

1. This section is concerned with two types of activity, as follows:
 - a. Those which were of immediate significance to the preparation for and conduct of war, and thus were handled directly by the Luftwaffe General Staff, and
 - b. those which were of indirect significance to the preparation for and conduct of war and, at the same time, technical in nature; the organization of the agencies concerned, as well as their chain of command was subject to frequent change throughout their history.
2. Organizational Development of the Training Function in the Reichs Air Ministry (see Figure 8d)

Over-all supervision (issuance of directives, guidelines, and instructions) was the responsibility of the General Staff, while the Luftwaffe inspectorates (through the administrative headquarters of the various schools) were in charge of the more detailed guidance of training in their own particular branches.

The organizational development of those agencies primarily concerned with training matters (with the exception of signal communications training, for which see 3, below) was as follows:

- a. 1934
 - 1) the Training Branch, Air Command Office, was in charge of the following:
 - a) preparation of training guidelines
 - b) training at troop level
 - c) issuance of guidelines pertaining to training at the Luftwaffe schools.

2) the Inspectorate for Flight Schools was responsible for providing over-all supervision and for inspecting the training schools.

b. 1935/36

- 1) With the establishment of the first technical branch inspectorates in 1935, responsibility for specialized training at troop level and at the ordnance schools was transferred to the newly-created agencies
- 2) the Flight School Command, physically located outside the Reichs Air Ministry, assumed responsibility for the supervision of pilot and aerotechnical training as successor to the Inspectorate for Flight Schools
- 3) the over-all preparation and publication of training regulations and training guidelines remained the responsibility of the Training Branch, Air Command Office.

c. 1937

- 1) When the Luftwaffe General Staff was officially created in 1937, the Training Branch, Air Command Office, automatically became the Training Branch, Luftwaffe General Staff
- 2) during 1937 the following offices existed (or came into being) in the field of training:
 - a) the ordnance inspectorates (Waffeninspektionen)
 - b) the Inspectorate for Pilot Training Schools; the Flight School Command was abolished and the schools decentralized under their individual command headquarters
 - c) Command Headquarters, Air Warfare Schools
- 3) fundamentally, the administration of training activity continued as before.

d. 1938

- 1) all the Luftwaffe inspectorates, including the Command Headquarters, Air Warfare Schools, were united under the supervision of the newly-appointed Inspector General, Luftwaffe
- 2) the administration of training activity went on substantially as before.

e. 1939

- 1) a basic change was made in the assignment of responsibility for training activity
 - a) Branch 3, Luftwaffe General Staff, was restricted to supervision of tactical training
 - b) the over-all administration of training in the Luftwaffe schools was assumed by the Training Branch of the newly-established office of the Chief of Training, which was also placed in command of all the Luftwaffe inspectorates
- 2) the withdrawal of the General Staff from the field of training at the school level was in keeping with the theories of its Chief, Jeschonnek, who was convinced that the General Staff - particularly in view of the strong possibility of military involvement in the near future - must be relieved of all tasks which did not contribute directly to the preparations for or conduct of war.

3. Organizational Development of the Signal Communications Function within the Reichs Air Ministry (see Figure 8e)

a. The newly-created agency for signal communications affairs covered the following functions:

- 1) guidance of the commitment of operational signal communications personnel
- 2) handling of technological and operational questions
- 3) advisory function in all questions concerning the development of the signal communications forces (in concurrence with the Organization Branch)
- 4) supervision of training
 - a) advisory function as concerned the development of training directives (closely coordinated with the Training Branch, Luftwaffe General Staff)
 - b) supervision of training within the framework of the Luftwaffe signal communications courses and courses at the Luftwaffe schools.
- b. Since the various activities within the field of signal communications were so closely interwoven, their administration was concentrated under a single command agency.

1) 1934 - 1936+

On 1 April 1935, the Chief of the Signal Communications Branch, Air Command Office, assumed the concurrent responsibilities of an Inspector for Signal Communications (Inspekteur des Nachrichtenverbindungsweisen). All formal training in the field of Luftwaffe signal communications (specialized signal courses, Luftwaffe Signal Communications Schools, etc.) was placed under his direct supervision.

2) 1937:

The tactical aspects of signal communications activity were organizationally emphasized by transforming the Signal Communications Branch into Branch 7 of the Luftwaffe General Staff, thus making it a part of the Operations Staff. This had one unfortunate result - the Operations Staff was burdened with administrative responsibility for all signal communications activity.

3) 1938:

Within the framework of the reorganization of the Reichs Air Ministry, the field of signal communications was assigned a special position. Branch 7 of the General Staff became a separate and independent agency, the Office of the Chief of Signal Communications.

The Chief of Luftwaffe Signal Communications maintained close and continual contact with the Operations Staff though a liaison officer detached thereto.

In his simultaneous capacity as Inspector for Signal Communications (Luftwaffe Inspectorate No, 7), the Chief of Luftwaffe Signal Communications (like all the other Inspectors) was subordinate to the newly created Inspector General, Luftwaffe.

4) 1939 (the Jeschonnek period):

The Office of the Chief of Luftwaffe Signal Communications was taken out of the sphere of General Staff responsibility and made directly

subordinate to the State Secretary for Aviation and Inspector General, Luftwaffe.

Liaison with the Operations Branch of the Luftwaffe General Staff was maintained as before.

In his capacity as Inspector for the Signal Communications Forces (Inspekteur der Luftpachrichtentruppe) (Luftwaffe Inspectorate No. 7), the Chief of Luftwaffe Signal Communications was responsible to the Chief of Training (as successor to the Inspector General, Luftwaffe).

Signal communications schools were placed under the administration of a newly-created office, that of the Senior Commander, Luftwaffe Signal Communications Schools (Hoherer Kommandeur der Luftpachrichtenschulen), which received its instructions from the office of the Chief of Training.

4. Organizational Development of the Supply Function in the Reichs Air Ministry (see Figure 8f).

a. The supply function was divided into the following over-all areas of activity:

1) staff functions (Quartermaster)

a) over-all organizational planning

b) determination of areas of concentration on the basis of the over-all situation

c) allocation of supply services on the basis of operational needs

d) publication of Quartermaster directives and instructions

2) operational functions

a) preparation of supply requirement estimates on the basis of organizational planning and strength and equipment authorization figures

b) requisitioning and allocation of aircraft, aircraft instruments and equipment, weapons, motor vehicles, etc. to units and schools

c) original issue and continuing supply of equipment to field troops, or rather to the local supply agencies responsible

d) furnishing of aviation and motor vehicle fuels for Luftwaffe ground organization units and for local supply agencies

e) supervision of supply storage and of maintenance and repair activity

b. The organizational development of the agencies concerned with supply was the following:

1) 1934:

a) the Quartermaster Group, Operations Branch, Air Command Office, was responsible for the staff functions enumerated above (i.e. for the over-all administration of supply and logistics)

- b) the Supply Branch, Air Command Office, was in charge of determining supply requirements and of requisitioning supplies
- c) the Chief of Procurement and Supply, Luftwaffe, was in charge of the actual supply issue, as well as of all other purely operational functions

2) 1935:

The Quartermaster Group was expanded into the Quartermaster Branch, Air Command Office.

3) 1936:

- a) The over-all administration of supply and logistics remained the responsibility of the newly rechristened Quartermaster Branch, Air Command Office
- b) all operational functions were united under the Supply Office, which had been newly organized by combining the Office of the Chief of Procurement and Supply and Branch 5 of the Air Command Office
- c) the Supply Office received its instructions from the Air Command Office.

4) 1937:

With the creation of the Luftwaffe General Staff, the Quartermaster Branch, Air Command Office, automatically became Branch 6 of the Luftwaffe General Staff.

5) 1938:

- a) In keeping with the growing importance of the supply function, Branch 6, Luftwaffe General Staff, was reorganized into the Office of the Quartermaster General
- b) the Supply Office was assigned to the newly-created Office of the Chief of Air Defense (where it emphatically did not belong, see page 153)

6) 1939 (the Jeschonnek period):

- a) During this last stage of development, the Office of the Quartermaster General was given over-all responsibility not only for supply and logistics (Branch 4, Luftwaffe General Staff), but also for organization (Branch 2, Luftwaffe General Staff), and for the handling of the armament requirements established by operational command (Branch 6, Luftwaffe General Staff).
- b) the Supply Office was made subordinate to the Chief of Supply and Procurement, Luftwaffe. This represented a consolidation of all agencies concerned with materiel armament.

5. The Organizational Development of the Military History Branch of the Luftwaffe (see Figure 8g).

a. Research and the interpretation of available materials was clearly a function of the General Staff; just as clearly, it was not a function which was immediately connected with the preparation for and the conduct of operations.

1) 1935 - 1937:

The Military History Branch of the Luftwaffe, created out of the Research Group for the History of Aerial Warfare (Forschungsgruppe des Reichsluftfahrtministeriums fuer Luftkriegsgeschichte), was physically located outside the Reichs Air Ministry but immediately subordinate to the Training Branch, Air Command Office.

2) 1938:

The Military History Branch was incorporated into the Luftwaffe General Staff as Branch 6.

3) 1939 (the Jeschonnek period):

The Military History Branch was removed from the General Staff (which was being restricted, more and more, to those missions having an immediate connection with the conduct of military operations) and assigned to the Air War Academy. Contact with the General Staff was maintained through liaison officers.

6. The Organizational Development of Aerial Photography Activity in the Reichs Air Ministry (see Figure 8h).

- a. The administration of all aerial photography, whether for military or for commercial purposes, lay with a single, central agency.

Because of its close connection with tactical and strategic aerial reconnaissance, military aerial photography possessed a high degree of importance for the conduct of operations. Its over-all missions were the following:

- 1) cooperation in the preparation of employment guidelines and training directives (together with the Training Branch, Luftwaffe General Staff)
- 2) preparation of training directives for the Luftwaffe aerial photography schools
- 3) technical supervision of the aerial photography stations
- 4) technical and operational supervision of all aerial photography activity

- b. The organizational development of that office within the Reichs Air Ministry with responsibility for all aerial photography activity was as follows:

- 1) 1934:

The Aerial Photography Branch, General Air Office, was set up as a temporary organizational solution for the early period of development.

2) 1935 - 1938:

In logical consequence of its primary purpose, the Aerial Photography Branch was made a part of the Inspectorate for Air Reconnaissance and Aerial Photography, when the latter was created in 1935.

3) 1939:

The Aerial Photography Branch was detached from Luftwaffe Inspectorate No. 1 and made directly responsible to the Chief of Training. This measure was taken in connection with the breakdown of reconnaissance inspection activity into the Inspectorate for Army Air Forces (Luftwaffe Inspectorate No. 1) and the Inspectorate for Bomber Forces (Luftwaffe Inspectorate No. 2). It was the latter which was given the additional responsibility for inspecting the aerial reconnaissance forces.

7. Organizational Development of Medical Affairs Administration in the Reichs Air Ministry (see Figure 8i).

- a. Medical affairs is a specialized field of activity which, from the point of view of command, is logically a matter of logistics; thus, in a sense, it may be viewed as belonging to the Quartermaster Staff.
- b. The organizational development of those agencies concerned with medical affairs within the Reichs Air Ministry was as follows:

1) 1934:

The Medical Group was established as a part of the Central Branch. This was a temporary organizational measure designed to relieve the Air Command Office during the early developmental period.

2) 1935 - 1936:

During this period the Medical Branch was set up in the Air Command Office.

3) 1937:

The Medical Branch, Air Command Office, was reorganized into the Inspectorate for Medical Affairs and made subordinate to the Chief of the Luftwaffe General Staff.

4) 1938:

The Inspectorate for Medical Affairs was transformed into the Office of the Chief of Medical Affairs; the newly established office remained subordinate to the Chief of the General Staff.

5) 1939:(the Jeschonnek period)

The Office of the Chief of Medical Affairs was taken out of the sphere of General Staff responsibility and redesignated the Inspectorate for Medical Affairs (Luftwaffe Inspectorate No. 14). The newly recreated Inspectorate, like all its counterparts, was made subordinate to the Chief of Training.

8. Organizational Development of Civil Air Defense Activity within the Reichs Air Ministry (see Figure 8k).

a. Civil air defense activity, as an aspect of air defense as a whole, was of importance to the conduct of operations. Its administration in the Reichs Air Ministry consisted in the preparation and issuance of guidelines and directives for implementation by the appropriate civilian agencies.

b. The organizational development of those agencies concerned with civil air defense in the Reichs Air Ministry was as follows:

1) 1934:

The Civil Air Defense Branch was established as a part of the Air Command Office.

2) 1935 - 1937:

Effective 1 April 1935, when the antiaircraft artillery forces were made a part of the Luftwaffe, the Civil Air Defense Branch was removed from the Air Command Office and combined with the Inspectorate for Antiaircraft Artillery Forces to form the Inspectorate for Antiaircraft Artillery and Civil Air Defense.

3) 1938:

When the Reichs Air Ministry was reorganized in 1938, antiaircraft artillery and civil air defense again became separate entities. The Civil Air Defense Branch was converted into the Office of the Chief of the Civil Air Defense Branch, subordinate to the Chief of the General Air Office.

4) 1939:

The Office of the Chief of the Civil Air Defense Branch was removed from its position of subordination to

190

the Chief of the General Air Office, and reorganized into the Inspectorate for Civil Air Defense (Luftwaffe Inspectorate No. 13).

Like all the other Luftwaffe Inspectorates, Inspectorate No. 13 was made subordinate to the Chief of Training.

Section 4 - Organization of the Luftwaffe Inspectorates.

1. The Luftwaffe Inspectorates represented the top-level technical supervisory agencies for their particular weapons systems, training fields, or specialized activities.

The Inspectors had full authority to inspect the activities of the troops, schools, or administrative offices. As a general rule, the Inspectorates had no direct command authority (unless an Inspectorate was specifically granted such authority by special order), carrying out their business with troops, schools, etc. through the command agencies to which they were assigned or attached.

As far as operational command was concerned, the Inspectorates had a primarily advisory function, acting as specialized clearing-houses for the collation and evaluation of the experience gained at troop level.

The Ordnance Inspectorates were in charge of the further development of their particular weapons systems in the fields of tactics and equipment, as well as of the training carried on at the ordnance schools.

The Special Inspectorates were in charge of specific, closely circumscribed fields of activity, such as pilot training, the training of officer candidates, flight safety and equipment, motor vehicle services, medical affairs, etc.

2. The Organizational development of the inspectorate system in the Reichs Air Ministry was as follows (see Figure 81):

a. 1934:

The Inspectorate for Flight Training Schools had sole responsibility for all training (pilot training, aerotechnical training, ⁱⁿ and training the operation and maintenance of aircraft equipment). It supervised the activity of the training squads assigned to the commercial flight schools and to the aerotechnical courses.

The Chief of Staff, Inspectorate for Flight Training Schools, was at the same time Commander of the Luftwaffe Ordnance Schools.

b. 1935:

- 1) The Inspectorate for Flight Training Schools was converted into Headquarters Command, Pilot Schools, outside the Reichs Air Ministry. All flight schools, ordnance schools, and aerotechnical schools were placed under the new agency.
- 2) The first Ordnance Inspectorates (Nos. 1, 2, and 3) and the Inspectorate for Vehicle Transport (No. 6) were set up.
- 3) The Inspectorate for Antiaircraft Artillery was transferred from the Reichs Ministry of War to the Reichs Air Ministry, where it was combined with the Civil Air Defense Branch to form the Inspectorate for Antiaircraft Artillery and Civil Air Defense.

This Inspectorate had rather a special position in the Reichs Air Ministry as compared with the other Ordnance Inspectories. Its missions was not restricted merely to supervision of the tactical and technological development of the antiaircraft artillery forces, but also included the handling of matters more properly assigned to a General Staff. It was only gradually that the Luftwaffe Operational^S Staff was able to assume responsibility for these.

The highly centralized administrative position occupied by the Inspectorate for Antiaircraft Artillery and Civil Air Defense, clearly an instance of irrational organization, was a temporary stop-gap measure designed to avoid an overburdening of the Air Command Office (already fully occupied with the top-priority preparations for the expansion of the flying forces) and to obviate the necessity of reorganizing the antiaircraft artillery forces (which had been centrally administered by the Army) just as they were being taken over by the Luftwaffe. Moreover, the fact that the Inspector himself was an acknowledged expert in the field of antiaircraft artillery made it seem advisable to leave him in complete charge of all activity (in this connection, see Section 5, below, Organization from the Standpoint of the Concepts of Offensive and Defensive Air Operations).

- 4) As far as the naval air forces and the signal communications forces were concerned, no special Inspectorates were set up for them; instead, inspection authority was assigned to already existing agencies.

c. 1936:

The Inspectorate for Flight Safety and Aircraft Equipment was established.

d. 1937:

- 1) The Inspectorate for Naval Air Forces was created, and the Inspectorate for Medical Affairs was formed from the Medical Branch, Air Command Office.
- 2) The Flight School Command was abolished and the Inspectorate for Pilot Training Schools set up in its place. In conjunction with this organizational change, the flight schools and ordnance schools were assigned to the Flight School and Pilot Replacement Battalion Commands, which in turn were subordinate to the Air Area Commands.
- 3) The Command Headquarters, Air Warfare Schools was set up outside the Reichs Air Ministry.

e. 1938:

- 1) The Inspectorate for Signal Communications (Luftwaffe Inspectorate No. 7) and the Inspectorate for Luftwaffe Education and Training were created; the latter was at the same time the Command Headquarters, Air Warfare Schools (Luftwaffe Inspectorate No. 10).
- 2) It was decided that the Luftwaffe Inspectorates should be numbered consecutively.

- 3) The Civil Air Defense Branch was separated from the Inspectorate for Antiaircraft Artillery (Luftwaffe Inspectorate No. 4) and made into an independent agency, the office of the Chief of the Civil Air Defense Branch.
- 4) The Inspectorate for Medical Affairs was reorganized into the office of the Chief of Medical Affairs, Luftwaffe.

f. 1939:

- 1) Two additional Luftwaffe Inspectorates were established, as follows:
 - a) the Inspectorate for Air Landing and Parachute Forces (Luftwaffe Inspectorate No. 11)
 - b) the Inspectorate for Navigation, Instrument Flight and Meteorology (Inspectorate No. 12)
- 2) The following agencies were again subjected to reorganization, reverting to their former status as Inspectorates:
 - a) the office of the Chief of the Civil Air Defense Branch, which became the Inspectorate for Civil Air Defense (Luftwaffe Inspectorate No. 13)
 - b) the office of the Chief of Medical Affairs, which became the Inspectorate for Medical Affairs (Luftwaffe Inspectorate No. 14)
- 3) The following alterations in the existing chain of command were carried out:
 - a) the flight schools were made subordinate to the Senior Flight Training Command (Hoheres Fliegerausbildungskommando); they had previously been subordinate to the Flight School and Pilot Replacement Battalion Command.
 - b) the antiaircraft artillery schools were organizationally assigned to the Air District Commands having jurisdiction over the areas in which they were located

195-a

c) the signal communications schools were made subordinate to the
Senior Command, Signal Communications Schools.

g. The following chains of command existed during the period covered by Luftwaffe development:

1) 1934 - 1937:

a) The State Secretary for Aviation was in charge of the following:

Inspectorate for Flight Schools and Flight School Command

Inspectorate for Antiaircraft Artillery

Inspectorate for Flight Safety and Aircraft Equipment

b) The Chief of the Air Command Office (i.e. General Staff) of the Luftwaffe was in charge of the following:

the Ordnance Inspectorates (Luftwaffe Inspectorates No. 1,
2, and 3)

Inspectorate for Vehicle Transport

Inspectorate for Flight Schools, from 1937 on

Inspectorate for Medical Affairs

c) The Chief of the Personnel Office was placed in charge of the Command Headquarters, Air Warfare Schools.

2) 1938:

a) All Luftwaffe Inspectorates (No. 1 through No. 10) were made subordinate to the Inspector General, Luftwaffe, in a move designed to ensure a certain degree of uniformity in their administration.

b) As "subordinate agencies" the Luftwaffe Inspectorates were responsible to the Chief of the General Staff for certain areas of endeavor, such as the evaluation and exploitation of experience gained.

- c) The Chief of the General Air Office was given responsibility for the office of the Chief of the Civil Air Defense Branch.
- d) The Chief of the Luftwaffe General Staff was placed in charge of the office of the Chief of Medical Branch (just as the previous Inspectorate for Medical Affairs had been subordinate to the Chief of the General Staff).

3) 1939:

All the Luftwaffe Inspectorates were made subordinate to the Chief of Training, who took over the duties theretofore assigned to the Inspector General, Luftwaffe. The new chain of command made it quite clear, of course, that the Inspectorates were to devote the majority of their attention to training in the future.

Insofar as details are concerned, the views of the leading personalities in the Reichs Air Ministry differed sharply in respect to the efficacy of this organizational form.

Section 5 - Organization from the Standpoint of the Concepts of Offensive and
Defensive Air Operations.

1. The concepts of offensive and defensive aerial warfare were largely concerned with the field of strategy.
 - a. The instruments of offensive aerial warfare were the following:
 - 1) bomber units
 - 2) dive-bomber units
 - 3) twin-engine fighter units
 - b. The instruments of defensive aerial warfare were the following:
 - 1) single-engine fighter units
 - 2) antiaircraft artillery units
 - 3) civil air defense agencies
2. Figure 8m presents a graphic summary of the provisions made for handling these two aspects of aerial warfare in the Reichs Air Ministry. Within the Ministry, the following agencies had charge of the instruments of warfare detailed above:
 - a. Operational command of the units designed for offensive aerial warfare lay - and had always lain - exclusively in the hands of the Air Command Office (i.e. Luftwaffe General Staff).
 - b. Operational command of those forces designed primarily for air defense missions was assigned as follows:
 - 1) single-engine fighter units - Air Command Office (i.e. Luftwaffe General Staff)
 - 2) antiaircraft artillery units
 - a) a part of the Army until 1935
 - b) 1935 - 1937, under the command of the Inspectorate for Antiaircraft Artillery and Civil Air Defense, which in turn was directly subordinate to the State Secretary
 - c) from 1938 on, under the command of the Luftwaffe General Staff

3) civil air defense agencies

- a) 1934, under the command of the Air Command Office
- b) 1935 - 1937, assigned to the Inspectorate for Antiaircraft Artillery and Civil Air Defense
- c) 1938, under the command of the Chief of Civil Air Defense
- d) 1939, under the command of the Inspectorate for Civil Air Defense (Luftwaffe Inspectorate No. 13), which in turn was directly subordinate to the Chief of Training

3. Thus, while operational planning for all forces concerned with offensive aerial warfare and for at least a part of the forces concerned with defensive aerial warfare (the single-engine fighter units) was the responsibility of a single agency, the Luftwaffe General Staff, such planning for the majority of the air defense forces was handled by a number of different agencies, depending upon the period in question.

In short, this organizational scheme did not carry out the principle in effect at higher echelons, i.e. organization in terms of the concepts of offensive and defensive aerial warfare, but was rather a reflection of the traditional organizational barriers separating flying forces, antiaircraft artillery, and civil air defense from one another. The thinking behind it, influenced far more by the conventional organizational distinctions between the various weapons systems than by the concepts of global air strategy, was furthered by the following factors:

- a. The dominant position accorded the flying forces within the Luftwaffe, a natural consequence of the prevailing theory of "short-term" wars in which the role of the Luftwaffe forces would be primarily offensive in nature.

The emphasis placed on offensive aerial warfare was, in a sense, an admission of the fact that air defense was to relegated to the status of a last resort.

b. The special status of the Inspectorate for Antiaircraft Artillery, which, from 1935 through 1937, was the only Ordnance Inspectorate which was subordinate not to the Chief of the General Staff, but to the State Secretary for Aviation, and the only one responsible for operational planning for its particular field. Cooperation between the General Staff and the Inspectorate for Antiaircraft Artillery during this period may be assumed to have been exceedingly close, but certainly only insofar as concerned the employment of antiaircraft artillery forces as an offensive weapon. Their commitment in air defense in joint operations with the fighter forces was of no concern to the General Staff, inasmuch as operational planning for the single-engine fighter forces lay in the hands of the Inspectorate for Antiaircraft Artillery.

c. The continual changes in the chain of command of the civil air defense agencies, which - as in the case of the antiaircraft artillery forces - automatically focussed attention on the organizational separation of weapons systems.

4. It was not until the Reichs Air Ministry was reorganized in 1938 that a change was made in the over-all command structure. Once the Inspectorate for Antiaircraft Artillery was made subordinate to the Inspector General, Luftwaffe, thus emphasizing the primary importance of the inspection function, the task of operational planning for the

antiaircraft artillery forces quite naturally gravitated to the Luftwaffe General Staff. Civil Air Defense, on the other hand, under the aegis of the Chief of Civil Air Defense, was separated from the Inspectorate for Antiaircraft Artillery and - strangely enough - made subordinate to the Chief of the General Air Office.

As a result of the reorganization, organizational planning for the antiaircraft artillery forces at least was entrusted to the General Staff. As far as planning in the over-all sector of air defense operations was concerned, however, it was guided largely by compartmentalized thinking in terms of separate single-engine fighter, antiaircraft artillery, and civil air defense forces.

This continued to be the case throughout 1939, in part as a result of the new General Staff Chief's (Jeschonnek's) enthusiastic adherence to the theory of blitz warfare, and in part due to the extremely inappropriate assignment of the civil air defense field to the office of the Chief of Training.

It was not until sometime during the war that recognition was given to the importance of unified leadership of air defense activities, and this in the form of an Air Defense Staff (Arbeitsstab Luftschutz), established as a part of the Operations Staff.

5. In summary, it can be said that the difference in the degree of importance assigned to the concepts of offensive aerial warfare on the one hand and defensive serial warfare on the other was due to the influence of the following factors:

- a. the emphasis on offensive at the expense of defensive serial warfare (strategic air warfare is meant in both instances), and

the resultant failure to coordinate the two concepts as far as coordination was concerned.

b. the unfortunate penchant of Luftwaffe leaders to defer to personal influence and to give unwarranted consideration to the wishes and opinions of highly-placed personalities and of individual experts (Inspector of Anti-aircraft Artillery and Chief of Civil Air Defense, for example).

CONCLUSION

The Problem of the Top-Level Organizational Set-Up

1. The underlying principle of any organization set-up designed to serve as a means to an operational end must be a clear delineation of the responsibilities of each individual concerned.

It is from this standpoint that we shall now examine the problem of top-level command organization in the Reichs Air Ministry.

2. The three main missions of the Reichs Air Ministry were operational command, armament, and training. These may be defined as follows:

a. Operational Command

- 1) organizational planning for the expansion of the Luftwaffe
- 2) establishment of operational readiness in the Luftwaffe
- 3) preparation for aerial warfare, offensive as well as defensive
- 4) (during wartime) conduct of military operations

b. Armament - establishment of an adequate reserve, personnel as well as materiel

- 1) training of flying personnel, as well as training in the operation and maintenance of aircraft equipment and training in the anti-aircraft artillery field (the other branches of training are omitted here, since they are insignificant as far as the present study is concerned)
- 2) the concept "training" includes both formal school training and tactical training (including the

training maneuvers carried out by the troops). Tactical training, however, belonged within the purview of operational command (establishment of operational readiness).

In keeping with the traditional principles governing the organization of a military ministry, the Chief of the General Staff, together with the General Staff, was responsible for operational command and its various phases throughout the history of the Luftwaffe.

The other two missions were handled as follows:

a. materiel armament - Chief of the Technical Office at first; later on the Chief of Luftwaffe Procurement and Supply.

b. personnel armament - Chief of the Personnel Office at first; later on the Chief of Air Defense

c. training - the Luftwaffe Inspectorates

The concept of command and the legitimate concerns of command are, by their very nature, all-encompassing; as such, they sometimes overlap into the fields of armament and training. The Chief of the General Staff did not fail to emphasize the validity of such a viewpoint, in the form of directives and instructions to the agencies subordinate to him, and, by taking advantage of certain other means (the right to establish supply and armament requirements, the issuance of operational guidelines, etc.), to the agencies not under his command.

On the other hand, the concept of the permanent deputyship (to the Reichs Air Minister and Commander in Chief, Luftwaffe) exercised by the State Secretary of Aviation was also fairly all-encompassing.

Needless to say, the problem of delineating these two functions, each in itself all-encompassing,

sharply enough to eliminate all potential sources of friction, was nearly impossible. As a result, any and all attempts to solve the problem by organizational means were bound to be equally unsatisfactory to both parties.

3. The most critical sources of friction existing between the Chief of the General Staff and the State Secretary were the following (Figure 9 presents a graphic summary of the chain of command pertaining to those agencies concerned with operational command, armament, and training within the Reichs Air Ministry):

a. 1934:

The sources of friction did not become apparent during this first year of development for the following reasons:

- 1) any requests which the Chief of the Air Command Office (General Wever), in his capacity as supervisor of the operational command function, had to make of the agencies concerned with armament and training were handled automatically within the framework of a direct and unlimited subordination of all office chiefs under the State Secretary, who - as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe - directed the activity of the Ministry in accordance with the general instructions of the Minister and, thus, to all intents and purposes was the Minister.
- 2) the State Secretary gave his unequivocal support to the prerogative of the Chief of the Air Command Office to exercise⁵ the function of operational command
- 3) the other office chiefs automatically accepted the position of the Chief of the Air Command Office as that of a senior officer

(primus inter pares), even in the absence of specific written instructions.

b. 1935:

Of doubtful organizational wisdom was the failure to make the Inspectorate for Antiaircraft Artillery subordinate to the Chief of the Air Command Office. Inasmuch as the Inspector for Antiaircraft Artillery was responsible for operational planning for the antiaircraft artillery and civil air defense forces, he usurped a significant part of the duties logically assigned to the Chief of the Air Command Office.

c. 1936:

On the whole, the organizational set-up remained unchanged, but tactical questions (preparation of combat directives, etc.) began to play a more important role among the various aspects of operational command. These circumstances pointed inevitably to a close and, above all, direct contract between the Commander in Chief, Luftwaffe, and the Chief of the Air Command Office in the latter's tacitly recognized capacity (there are no official directives which specifically confirm such capacity) as the primary advisor of his Commander in Chief in all questions pertaining to the preparation and conduct of military military operations. The fact that the State Secretary (who had not enjoyed the benefits of General Staff training), in his capacity as

permanent representative of the Commander in Chief, Luftwaffe, continually felt called upon to intervene (and that not always tactfully, see page 83), made a source of friction and conflict equally inevitable.

As soon as it became apparent that the Commander in Chief, Luftwaffe, had no intention of acceding to his demand for a clear and definite delineation of responsibilities, the Chief of the Air Command Office, General Kesselring, resigned.

d. 1937:

The status of the State Secretary as permanent deputy of the Reichs Air Minister and Commander in Chief, Luftwaffe, was abolished. As a result the State Secretary and the Chief of the General Staff remained in positions of equal authority, which meant that the Reichs Air Ministry, still clearly under the control of the Commander in Chief, Luftwaffe, was split into two approximately equal camps. In accordance with the missions officially assigned to him, the Chief of the General Staff was authorized to give certain orders concerning tactical and technological requirements to the State Secretary.

The State Secretary was understandably opposed to this solution and made every effort to regain his previous position, in which he was superior to the Chief of the General Staff. The friction existing between the State Secretary and the Chief of the General Staff finally led to a state of affairs which can only be described as a dualism in command. General Stumpff, Chief of the General Staff, finally wearied of the struggle and

voluntarily accepted a position of subordination to the State Secretary. He justified his action as the only way in which some measure of unity in command might be restored.

e. 1938:

The unity achieved by the reorganization of 1938 was illusory. To be sure, armament and training were appropriately included under a sort of command trinity, but this "threefold cabinet" (see Figure 9) was not a valid solution as far as organization was concerned, since it failed to establish a clear delineation of the responsibilities of the State Secretary and those of the Chief of the Air Command Office. Instead, it was based on a psychological fallacy, namely that the State Secretary and the Chief of the General were the best of friends and thus willing and eager to cooperate.

Carefully examined, the solution of 1938 proved to be exactly the same as that of 1936, and even in 1936 it had permitted the intervention of the State Secretary, as the permanent representative of the Commander in Chief, Luftwaffe, in the affairs of the Chief of the General Staff, as primary advisor to the Commander in Chief, Luftwaffe, in all matters pertaining to the preparation for and conduct of aerial warfare.

Under these circumstances it was clear that the reorganization of 1938 could not be other than unacceptable to the Chief of the General Staff; he resigned his position in protest.

f. 1939:

The solution, agreed upon in 1939, to all intents and purposes, was no different than the one in effect during 1935 and 1936. The clause contained in the directive dated 1 February 1939 ("In case they should be unable to reach an agreement, the State Secretary and the Chief of the General Staff will present their views to me (i.e. the Reichs Air Minister and Commander in Chief, Luftwaffe) for final decision.") was nothing new, but merely the official confirmation of something which had been going on since 1935. It did not go to the heart of the matter.

4. In Summary.

Careful examination of the various forms of top-level organization employed during the period 1934 through 1939 reveals that there were three basic ones:

- a. complete subordination of the Chief of the Air Command Office (Chief of General Staff), as in 1934
- b. parallel positions for the Chief of the General Staff and the State Secretary, as in 1937, and
- c. the hybrid solutions tried out during 1938 and 1939.

The organizational forms in effect during 1934 and 1935 were not conducive to friction and conflict because the

State Secretary, coming from the field of exclusively commercial aviation, had too little military training and too little experience in military affairs to feel himself qualified to interfere in operational command.

The organizational form in effect during 1937 assumed, and indeed demanded, extremely close cooperation between the State Secretary and the Chief of the General Staff, particularly in view of the fact that the career of the Commander in Chief, Luftwaffe (Goering) had not fitted him to face the problems arising in the fields of operational command and organizational planning with a sound background of military experience (that experience which he had ^{had} been gained in an entirely different field) and military training (he had had practically nothing in the way of General Staff training or experience at troop level).

The close coordination of the activities of the State Secretary and the Chief of the General Staff demanded by the organizational set-up of 1937 never came to pass. (The reasons why this was so are irrelevant for the purposes of the present study; we merely wish to establish the fact as such).

The solutions of 1938 and 1939 were clearly hybrid solutions.

The fact that the organizational set-up of 1939 did last somewhat longer was actually an optical illusion. For the growing political tension and the increasing inevitability of war placed the relationship of the Chief of the General Staff (General

Jeschonnek) and the State Secretary on an entirely different basis - with or without benefit of official directive. This new relationship was somewhat similar to that established by the set-up of 1937.

5. The Heart of the Matter.

It lay in the nature of things that the concepts "operational command" and "permanent representative of the Commander in Chief, Luftwaffe" were bound to overlap during the day-to-day administration of Ministry activity, and that the responsibilities of the Chief of the General Staff and the State Secretary were bound to come into conflict. Every attempt to establish a clear delineation of powers between the two was doomed to failure, if only because of the impossibility of defining the limits of operational command. This difficulty, of course, could have been obviated if the two protagonists had been inclined to compromise, but on the other hand psychological factors such as this can hardly be utilized as organizational bases.

Inasmuch as the Chief of the General Staff, together with the General Staff, was a sine qua non as far as the over-all military organization was concerned, the status of the State Secretary as permanent representative of the Reichs Air Minister and Commander in Chief, Luftwaffe, was inevitably open to question. The situation became even more complicated in 1939, when the State Secretary, in addition to acting as permanent deputy to the Commander in Chief, Luftwaffe, was at the same time Inspector General

of the Luftwaffe, thus uniting in a single person the functions of over-all supervision and over-all control. In a manner of speaking, he was both supervisor and supervised at one and the same time. Under these circumstances, of course, the much-vaunted unity of top-level organization allegedly inherent in the set-up of 1938 was quite pointless.

6. Possible Solutions.

In evaluating the appropriateness of the following suggestions, the following factors must be taken into consideration:

- a. the position of the State Secretary within the Reichs Air Ministry
- b. the problem of permanent representation of the Reichs Air Minister and Commander in Chief, Luftwaffe
- c. the relationship of the General Staff to the other agencies of the Ministry, in its capacity as the command agency for armament and training.

The status of the State Secretary in the Reichs Air Ministry was largely the result of Party politics to begin with. In view of the fact that both the military aspects of Ministry activity as well as the administration of commercial aviation were placed under the control of the State Secretary, however, his authority was practically all-encompassing.

Objectively examined, there was no real need to place the military activity of the Reichs Air Ministry under the State Secretary (and neither in the Army nor in the Navy was this the case). Not even the incorporation of the affairs of commercial aviation in the Reichs Air Ministry was sufficient reason for the establishment of the position of State Secretary of Aviation.

For those aspects of commercial aviation which could be considered to be of nationwide importance were already under the control of the General Air Office (headed by a civilian official in the rank of Ministry Director), and thus already subjected to sufficient authority. The thought of placing a State Secretary above this civilian official was clearly an instance of over-organization.

It is true that the original plans for the Reichs Ministry of Defense did include the position of a State Secretary, but - quite apart from the fact that this original plan was never carried out - the position was viewed as a political, and not as a military position.

Permanent representation of the Reichs Air Minister and Commander in Chief, Luftwaffe, was - quite objectively - necessary, insofar as Goering was clearly overburdened with his other offices and was thus unable to devote himself to the duties required of a Commander in Chief of a Wehrmacht Branch.

The question was who was best able to act as permanent deputy. There were two possible answers:

- a. an officer with training and experience in military affairs (the Reichs Air Ministry was, after all, primarily a military organization), or

b. an interim solution in which the Chief of the General Staff took over the job as deputy of the Commander in Chief, Luftwaffe, and delegated his own responsibilities to the Chief of the Operations Staff. If this had been done, it is quite possible that the vexing problem of the definition of the concept "operations/^{al} command" might never have arisen

c. the position of the General Staff as the actual instrument of command (inherent in its previous training as well as in its official function)

in matters of armament and training was in reality a foregone conclusion in view of the situation. The following solutions were possible:

1) the complete subordination of armament (Technical Office and, possibly, Personnel Office) and training (the Luftwaffe Inspectorates) under the Chief of the General Staff.

a) advantages: clear delineation of responsibilities; immediate effectiveness of armament and training requirements

b) disadvantage: overburdening of the General Staff with a plethora of technological questions (the General Staff was there to lead and not to answer technical questions)

2) the normal division of responsibilities in a ministry system, i.e. the General Staff on the one hand and

armament and training (under a special department-chief) on the other. To all intents and purposes, this was the set-up which was in effect during 1937 and which was introduced again in 1944. Under this system the Chief of the General Staff had the right to make certain demands of the "Minister of War". In case of an irreconcilable difference of opinion, the final decision was made by the Commander in Chief, Luftwaffe. This, of course, presupposed that the Commander in Chief, Luftwaffe, possessed the ability and experience deemed adequate for one in his post.

- a) advantage: a clear delineation of individual responsibilities
- b) disadvantages: the complexity of the system, the danger of decreased prestige for the orders issued by the General Staff, the friction engendered by the opposing positions of the Chief of the General Staff and the State Secretary, and the over-all reduction in the degree of effectiveness ultimately achieved.

7. Summary.

Were the concepts of offensive and defensive aerial warfare (see 1, above) given adequate consideration in the organization of the Reichs Air Ministry? As far as the top-level organizational form is concerned, our answer must be 'no'.

This is surely substantiated by the fact that two General Staff Chiefs resigned within a period of two and one-half years in protest against organizational measures.

Our question must be answered in the affirmative as regards the organization of the General Staff itself, as well as that of the rest of the Reichs Air Ministry, an organizational form which was clearly adapted to the task at hand (in connection with increasing political tension).

The lesson to be learned from the foregoing is this: an organizational form must be flexible at all times; its flexibility and adaptability must not be jeopardized by adherence to any particular goal; the over-all goal, and with it the validity of organizational form, cannot be determined in advance, but must be based on the development of events.

S/ Bruno Maass

Generalleutnant, Retired

Glossary of Technical Terms

(from GAF Extra Study #20)

Adjutant	Adjutantur
Administration Branch	Verwaltungsabteilung
Administrative Office	Verwaltungsamt
Advanced Luftwaffe School	Hoehere Luftwaffenschule
Advanced Ordnance School	Waffenmeisterschule
Aerial Photography	Luftbildwesen
Aerial Photography School	Bildschule
Aerial Reconnaissance Group	Aufklaerungsgruppe
Aerial Reconnaissance Training Staff	Aufklaerungslehrstab
Air Accident Investigations Office	Unfalluntersuchungsstelle
Air and Vehicle Traffic Branch	Abteilung fuer Luft- und Kraftfahrwesen
Air Archives	Luftarchiv
Air Command Office	Luftkommandoamt
Air Commander Staff	Kolufstab
Air Control Committee	Luftfahrtgarantiekomitee
Air Control Service	Luftaufsicht
Air Defense Branch	Luftschatzabteilung
Air Defense Staff	Arbeitsstab Luftschutz
Air District Command	Lauftgaukommando
Air Division Command	Kommando einer Fliegerdivision
Air Fleet Command	Luftflottenkommando
Air Landing and Parachute Forces	Luftlande- und Fallschirmtruppen
Air Ordnance Inspector	Fliegerwaffeninspektor
Air Sovereignty Branch	Abteilung Lufthoheit
Air Supply Office	Fliegerbestaendeverwaltung
Air Technical Academy	Lufttechnische Akademie
Air Traffic	Luftverkehr
Air Traffic Control Branch	Abteilung Luftverkehr
Air Traffic Observation Station	Luftaufsichtswache
Air War Academy	Luftkriegsakademie
Airport Control Group	Flughafenleitung
Antiaircraft Artillery	Fahrtruppe (Flak)
Army Inspectorate for Medical Affairs	Heeressanitaetsinspektion
Army Inspectorate for Signal Communications	Heeresnachrichteninspektion
Army Ordnance Office	Heereswaffenamt
Army Tactical Training Staff	Lehrstab fuer Heerestaktik
Army Tank, Cavalry and Motorized Elements	Waffenabteilung der Panzertruppe, Kavallerie und Heeresmotorisierung
Army War Academy	Kriegsschule des Heeres
Attaché Group	Attachégruppe
Aviation Branch	Abteilung Luftwaffe

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Central Aerial Photography Office	Hauptbildstelle
Central Archives	Zentralbuecherei
Central Branch	Zentralabteilung
Central Film Office	Hauptfilmstelle
Chief Group	Chefgruppe
Chief of Air Defense	Chef der Luftwehr
Chief of Flight Safety	Chef fuer Flugsicherheit
Chief of Medical Branch	Chef des Sanitaetswesens
Chief of Procurement and Supply, Luftwaffe	Luftzeugmeister
Chief of the Signal Communications Office	Chef des Wehrmachtnachrichtenwesens
Civil Air Defense Branch	Abteilung ziviler Luftschutz
Coastal Weather Observation Station	Deutsche Seewarte
Command Headquarters, Air Warfare Schools	Kommando der Luftkriegsschulen
Commander, 1st Air Division	Kommandeur der 1. Fliegerdivision
Commander, Army Air Forces	Kommandeur der Heeresflieger
Commander, Naval Air Forces	Kommandeur der Seeluftstreitkraefte
Commander of the Luftwaffe Ordnance Schools	Kommandeur der Fliegerwaffenschulen
Commercial Flying School	Deutsche Lufthansa
Commission for Air Peace	Luftfriedenskommission
Conference Report	Vortragsnotiz
Construction	Bauwesen
Defense Branch	Abwehrgruppe
Department	Amtsgruppe
Development	Entwicklung
Development Branch	Abteilung Entwicklung
Divisional Chief	Resortchef
Driver Training School	Kraftfahrschule
Experimental Aeronautical Institute	Deutsche Versuchsanstalt fuer Luftfahrt
Flight Safety	Flugsicherung
Flight Safety Training Program	Lehrgaenge fuer Flugsicherung
Flight School and Pilot Replacement Battalion Command	Kommando der Fliegerschulen und Fliegerersatzabteilungen
Flight School Command	Kommando der Fliegerschulen
Foreign Air Forces	Fremde Luftmaechte
Foreign Office	Auswaertiges Amt

General Air Office	Allgemeines Luftamt
General Army Office	Allgemeines Heeresamt
General in charge of Motor Vehicle Services	Generalbevollmaechtigter des Kraftfahrtwesens
German Association of Sport Fliers	Deutscher Luftsportverband
German Aviation - Volume for x	Die Deutsche Luftfahrt - Jahrbuch x
Ground Organization	Bodenorganisation
Ground Organization and Flight Safety Branch	Abteilung Bodenorganisation und Flugsicherung
Group	Gruppe
Headquarters Command, Pilot Schools	Kommando der Fliegerschulen
History of the German General Staff	Geschichte des deutschen Generalstabs
Industrial Economics Group	Amtsgruppe Industriewirtschaft
Inspector	Inspekteur
Inspector for Antiaircraft Artillery	Inspekteur der Flakartillerie
Inspector for Naval Air Forces	Inspekteur der Seeflieger
Inspector for Signal Communications	Inspekteur des Nachrichtenverbindungsweisen
Inspector for the Signal Communications Forces	Inspekteur der Luftnachrichtentruppen
Inspector General	Generalinspekteur
Inspector of the Army Air Forces	Inspekteur der Heeresflieger
Inspectorate for Aircraft Equipment	Fliegergeraeteinspektion
Inspectorate for Air Reconnaissance and Aerial Photography	Inspektion der Aufklaerungsflieger und des Luftbildwesens
Inspectorate for Antiaircraft Artillery	Inspektion der Flakartillerie
Inspectorate for Antiaircraft Artillery and Civil Air Defense	Inspektion der Flakartillerie und des zivilen Luftschutzes
Inspectorate for Bomber Forces	Inspektion der Kampfflieger
Inspectorate for Fighter and Dive-Bomber Forces	Inspektion der Jagd- und Sturzkampfflieger
Inspectorate for Flight Safety and Aircraft Equipment	Inspektion fuer Flugsicherheit und Geraet
Inspectorate for Flight Training Schools	Inspektion der Fliegerschulen
Inspectorate for Luftwaffe Education and Training	Inspektion des Luftwaffen Erziehungs- und Bildungswesens
Inspectorate for Medical Affairs	Inspektion des Sanitaetswesens
Inspectorate for Naval Air Forces	Inspektion der Seeflieger
Inspectorate for Pilot Training Schools	Inspektion der Flugzeugfuehrerschulen
Inspectorate for Vehicle Transport	Inspektion des Kraftfahrtwesens
International Allied Air Traffic Control Commission	Interalliierte Luftfahrtkontrollkommission

Judge Advocate Group

Gruppe Rechtswesen

Luftwaffe Association

Luftwaffenbund

Luftwaffe Commission

Luftwaffenkommission

Luftwaffe Defense Office Group

Luftwaffenwehramtsgruppe

Luftwaffe General, Office of the Commander
in Chief, ArmyGeneral der Luftwaffe beim Ober-
befehlshaber des HeeresLuftwaffe General, Office of the Commander
in Chief, NavyGeneral der Luftwaffe beim Ober-
befehlshaber der Marine

Luftwaffe Group Command

Luftwaffengruppenkommando

Luftwaffe Groups

Gruppe Luftwaffe

Luftwaffe Inspectorates

Luftwaffen Inspektionen

Luftwaffe Motor Vehicle Equipment Inspector

Kraftfahrgeraeeteinspizient der Luft-
waffe

Luftwaffe Naval Command

Luftwaffenkommando, See

Luftwaffe Ordnance School

Fliegerwaffenschule

Luftwaffe Supply Office

Nachschubamt der Luftwaffe

Luftwaffe Training Division

Luftwaffen Lehrdivision

Luftwaffe Training Division Command

Kommando der Luftwaffen Lehrdivision

Medical Branch

Abteilung Sanitaetswesen

Medical Group

Gruppe Sanitaetswesen

Meteorological Branch

Abteilung Wetterdienst

Meteorological Service

Wetterdienst

Military History Branch

Kriegswissenschaftliche Abteilung

Military History Research Group

Kriegsgeschichtliche Forschungs-
gruppe

Military Medical Academy, Luftwaffe

Militaeraerztliche Akademie der
Luftwaffe

Ministry Office

Ministeramt

Ministry Office Chief

Ministerialbuerodirektor

National Socialist Air Corps

Nationalsozialistisches Fliegerkorps

Navigation, Instrument Flight, Meteorology

Navigation, Blindflug und Wetter

Office

Amt

Operations Branch

Fliegerfuehrungsabteilung

Operations Staff

Fuehrungsstab

Ordnance Inspectorate

Waffeninspektion

Organization Branch

Fliegerorganisationsabteilung

Personnel Branch	Personalabteilung
Personnel Office	Personalamt
Physical Plant	Liegenschaften
Political Affairs Group	Gruppe Politik
President of the Reichs	Reichspräsident
Press Group	Pressegruppe
Procurement	Beschaffung
Procurement Branch	Abteilung Beschaffung
Procurement and Supply Groups	Luftzeuggruppen
Quartermaster Branch	Oberquartiermeister
Reichs Air Defense Association	Reichsluftschutzbund
Reichs Air Ministry	Reichsluftfahrtministerium
Reichs Air Office	Reichsluftamt
Reichs Air Traffic Control School	Reichsschule fuer Luftaufsicht
Reichs Aviation Administration	Reichsluftfahrtverwaltung
Reichs Commissioner for Aircraft Construction	Reichskommissar fuer den Luftfahrzeugbau
Reichs Commissioner of Aviation	Reichskommissar fuer die Luftfahrt
Reichs Meteorological Service	Reichswetterdienst
Reichs Ministry of Defense	Reichswehrministerium
Reichs Ministry of Economics	Reichswirtschaftsministerium
Reichs Ministry of the Interior	Reichsministerium des Innern
Reichs Office of Meteorological Services	Reichsammt fuer Wetterdienst
Reichs Postal Service	Reichspostamt
Reichsprotectorate of Bohemia and Moravia	Reichsprotektorat Boehmen und Marchen
Reichs Traffic Ministry	Reichsverkehrsministerium
Research	Forschung
Research Branch	Abteilung Forschung
Research Group for the History of Air Warfare, Reichs Air Ministry	Forschungsgruppe des Reichsluftfahrtministeriums fuer Luftkriegsgeschichte
Secretarial Branch	Persoenliches Sekretariat
Secretary of Staff	Buerodirektor
Senior Antiaircraft Artillery Commander	Hoherer Kommandeur der Flakartillerie
Senior Command, Luftwaffe Signal Communications Schools	Hoherer Kommandeur der Luftnachrichtenschulen
Senior Command, Luftwaffe Training Troops	Hoheres Kommando der Luftwaffenlehrtruppen
Senior Commander, Fortifications Antiaircraft Artillery	Hoherer Kommandeur der Festungsflakartillerie
Senior Commander of Luftwaffe Training Troops	Hoherer Kommandeur der Luftwaffenlehrtruppen

Senior Flight Training Command	Hoheres Fliegerausbildungskommando
Senior Pilot Commander	Hoherer Fliegerkommandeur
Signal Communications Branch	Abteilung Nachrichtenverbindungs-wesen
Staff	Referat
Staff for Army Tactics	Referat fuer Heerestaktik
Staff Group	Referat beim Stabe
State Secretary	Staatssekretär
Strength and Equipment Authorization Branch	Stärke- und Ausrüstungsnachweisung
Supervisor of Industrial Personnel	Beauftragter für Industriepersonal
Supervisory Air Offices	Gehobene Luftämter
Supply Branch	Nachschnabteilung
Survey of the Functions and Organization of Aerial Photography within the Luftwaffe	Überblick über die gesamte Tätigkeit und Organisation des gesamten Bildwesens in der Luftwaffe

Target Evaluation Staff	Referat für Zielbearbeitung
Technical Equipment Group	Gruppe Technik und Geräte
Technical Office	Technisches Amt
Technical School Branch	Abteilung Technische Schulen
Technical Schools Command	Kommando der technischen Schulen
Technological-Tactical Requirements Staff	Referat für taktisch-technische Forderungen
Topography Group	Gruppe Kartenwesen
Training Branch, Troop Office	Ausbildungsabteilung Truppenamt
Training Staff	Ausbildungsstab
Training Group	Gruppe Ausbildung

Unit rosters	Liste der Einheiten
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Wehrmacht High Command	Oberkommando der Wehrmacht
Wehrmacht Operations Branch	Wehrmachtfuehrungsstab